

**BOARD AND COMMITTEE MEETINGS SCHEDULE**

**March 7-8, 2024**

**President’s Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, Florida**

**Virtual Viewing link on March 7, 2024:**

Link: <https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-march-2024/>

**Thursday, March 7, 2024**

8:00 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:15 a.m.	Chairman Meeting Remarks
~9:15 a.m. to 10:45 a.m.	<a href="#"><u>Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications</u></a> (Patel (Chair), Cole, Green, Heavener, O’Keefe, Wright, Zucker)
~10:45 a.m. to 10:55 a.m.	Break (~10 minutes)
~10:55 a.m. to 11:15 a.m.	<a href="#"><u>Committee on Advancement</u></a> (Zucker (Chair), Cole, Corr, Heavener, Powers, Wright, Zalupski)
~11:15 a.m. to 11:45 a.m.	<a href="#"><u>Committee on Governance, Government Relations and Internal Affairs</u></a> (Hosseini (Chair), Brandon, Cole, Corr, Heavener, Patel, Ridley, Zucker)
~11:45 a.m. to 12:00 p.m.	UF Health Quality and Patient Safety Initiative Update Executive Director Patrick Tighe
12:00 p.m. to 1:00 p.m.	Lunch
1:00 p.m. to 2:15 p.m.	<a href="#"><u>Committee on Facilities and Capital Investments</u></a> (Brandon (Chair), Corr, Hosseini, O’Keefe, Ridley, Zalupski, Zucker)
~2:15 p.m. to 2:35 p.m.	<a href="#"><u>Committee on Audit and Compliance</u></a> (O’Keefe (Chair), Brandon, Cole, Green, Hosseini, Patel, Powers)
~2:35 p.m. to 3:45 p.m.	<a href="#"><u>Committee on Finance, Strategic Planning and Performance Metrics</u></a> (Powers (Chair), Brandon, Corr, Hosseini, O’Keefe, Patel, Ridley, Zalupski)
~3:45 p.m. to 4:00 p.m.	Break (~15 minutes)
~4:00 p.m. to 5:00 p.m.	AFSSPRSC College Dean Panel with the College of Medicine (Interim Dean Jennifer Hunt) and College of Nursing (Dean Shakira Henderson)
6:15 p.m. to 8:30 p.m.	Board Dinner at Norman Fixel Institute for Neurological Diseases <i>3009 SW Williston Road, Gainesville FL 32608</i>



**BOARD AND COMMITTEE MEETINGS SCHEDULE**

**March 7-8, 2024**

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**University of Florida, Gainesville, Florida**

**Virtual Viewing link March 8, 2024:**

Link: <https://mediasite.video.ufl.edu/Mediasite/Channel/uf-board-of-trustees-march-2024/>

**Friday, March 8, 2024**

8:00 a.m. to 9:00 a.m.	Breakfast
9:00 a.m. to 9:20 a.m.	K-12 Update Vice President Penny Schwinn
9:20 a.m. to 9:40 a.m.	Major Projects Backlog Update Senior Vice President David Kratzer
9:40 a.m. to 10:10 a.m.	Jacksonville Update President Ben Sasse and Vice President Kurt Dudas
~10:10 a.m. to 10:25 a.m.	Break (~15 minutes)
~10:25 a.m. to 12:00 p.m.	<a href="#">Board of Trustees' Meeting</a> (Full Board)
~12:00 p.m. to 1:00 p.m.	Lunch





COMMITTEE ON ACADEMIC, FACULTY AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC COMMUNICATIONS

AGENDA

Thursday, March 7, 2024

~9:15 a.m.

President’s Room 215B, Emerson Alumni Hall University of Florida, Gainesville, FL

Committee Members:

Rahul Patel (Board Vice Chair and Committee Chair), Richard P. Cole, Olivia E. Green, James W. Heavener, Daniel T. O’Keefe, Danaya C. Wright, Anita G. Zucker

- 1.0 Call to Order and Welcome ...Rahul Patel, Chair
2.0 Verification of Quorum ... Vice President Liaison
3.0 Review and Approval of Minutes ...Rahul Patel, Chair
4.0 Action Items ...Rahul Patel, Chair
5.0 Discussion Items ...Rahul Patel, Chair
6.0 New Business ...Rahul Patel, Chair
7.0 Adjourn ...Rahul Patel, Chair



**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS**

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 9:01 a.m.**

**Time Adjourned: 10:20 a.m.**

**Committee and Board members present:**

Rahul Patel (Board Vice Chair and Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; ; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board Vice Chair and Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:01 a.m.

## **2.0 Verification of Quorum**

Interim Provost Scott Angle verified a quorum with all members present, except Trustee Heavener who had an excused absence.

## **3.0 Review and Approval of Minutes**

Board Vice Chair and Committee Chair Patel asked for a motion to approve the minutes from the June 8, 2023, Committee Meeting and the November 14, 2023, Committee Pre-Meeting, which was made by Trustee Zucker and seconded by Trustee Cole. Board Vice Chair and Committee Chair Patel asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **4.0 Action Items**

### **AFSSPRSC1 Tenure Upon Hire**

Interim Provost Angle indicated that there were four Tenure Upon Hire cases. All cases have met the criteria for tenure and have been recommended by the Interim Provost and approved by the President to receive tenure. The cases are as follows:

- Dr. Charles Vite, Professor and Chair, Small Animal Clinical Sciences, College of Veterinary Medicine who comes to us from the University of Pennsylvania.
- Dr. Janet Robishaw, Professor and Associate Dean, Comparative, Diagnostic and Population Medicine, College of Veterinary Medicine who comes to us from Florida Atlantic University.
- Dr. Simon Mears, Professor and Chief, Orthopaedic Surgery and Sports Medicine, College of Medicine who comes to us from the University of Arkansas.
- Dr. Frederick van Amstel, Associate Professor, School of Art + Art History, College of the Arts who comes to us from the Federal University of Parana in Brazil.

Board Vice Chair and Committee Chair Patel asked President Sasse for confirmation that he had reviewed and endorsed these tenure candidatess. President Sasse confirmed his approval.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC1 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee Green. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **AFSSPRSC2 Degree Program Terminations**

Interim Provost Angle reviewed the four Degree Program Terminations that have been approved by the Faculty Senate. He stated that the four degrees do not have any students enrolled currently and do not plan to enroll any in the future. The Master of Education in Mathematics Education has had no students since 2018, the Master of Arts in Teaching-International Relations has had no students since 1980, the Master of Engineering in Mechanical Engineering has had no students since 2017, and the Master of Engineering in Aerospace Engineering has had no students since 2016.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC2 for recommendation to the Board

for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee O'Keefe. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **AFSSPRSC3 Degree Program Change**

Interim Provost Angle stated the College of the Arts is requesting to offer alternative core courses in the second year for the Bachelor of Science in Music Business and Entrepreneurship, to include Commercial Music Theory I and II, Commercial Aural Skills I and II, and Commercial Keyboard Skills I and II.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC3 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Cole, and second which was made by Trustee O'Keefe. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **AFSSPRSC4 Center and Institutes: Annual Reporting**

Interim Provost Angle stated the university is required to provide an annual reporting of expenditures for the prior fiscal year of all university centers and institutes that have been approved by the Board to the Board of Governors (BOG). Interim Provost Angle stated the university has eliminated 3 centers and that he has asked the Deans to look at the centers in their colleges to see if any of them need to be eliminated.

Board Vice Chair and Committee Chair Patel asked for any questions or further discussion. He then asked for a motion to approve Action Item AFSSPRSC4 for recommendation to the Board for its approval on the Consent Agenda, which was made by Trustee Wright, and second which was made by Trustee Green. Board Vice Chair and Committee Chair Patel asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Items**

### **5.1 Admissions Update**

Vice President Mary Parker provided updates on the recruitment for the Fall 2024 and the Strategic Enrollment Committee. She thanked the Board and the President for their support over the last several years to expand the regional travel recruiters to allow for a larger footprint. We have expanded our marketing and communications digital strategy to reach more students. She stated that two years ago they had not been doing social media and her team recently started "The Gator Tea" which refers to "spilling the tea" which the students loved. They took an orange chair around campus for the students to sit in and talk about their experiences.

She has worked with the College Board to put up targeted ads and after those ads were sent out, they had received responses from 331 students who indicated they were interested in UF. There have been increases in overall applications, honor applications, international and first-

generation applications, and a significant increase in out of state applications. Students are starting to understand who we are, the value we bring and the opportunities we have. She has been working with the colleges to make sure the messaging that is going out to prospective and admitted students is the same to help yield the class they are wanting to get.

Next, VP Parker provided an update on the Strategic Enrollment Management Committee that she has been co-chair with Vice President Raymond Sass. The work of the committee is focused on being more holistic and comprehensive to bring together a seamless navigation for the students to have a better experience. She discussed the Early Action/Admit decision that will be announced in the spring to newly prospective students which will help generate a stronger pool. These early decisions will bring the university in line with our other Top 5 competitors and allows the students to make decisions earlier. She indicated that decisions for the Fall 2025 will be sent in January 2024, which is ahead of all other institutions. The goal is to also include available scholarships as well. She stated the guidance counselors are excited about this new approach.

VP Sass discussed course delivery and that we are determining how much online delivery the university is doing. He indicated this was not an easy question to answer and the committee has been putting all the information together. He stated that the takeaway is that less than 1/3 of instruction is done in an online environment today and indicated there was an opportunity to leverage more technology across instruction and some disciplines. The committee needs to think about how different groups of people define hybrid, as it tends to mean different things to different people, and about legacy definitions. VP Parker stated that we need to think about the courses that are offered, the way they are offered, and how we provide that information back to the students. This approach will ensure students know how courses will fit into their schedules. The committee has been looking at degree planning/degree audit to focus on increasing the retention of students and reducing the time to degree. We need to provide the right courses at the right time and modernize what we are doing by integrating tools within our SIS system to be able to provide colleges information on where students are within their program and what courses they need. The information is currently in multiple systems and there is a need to modernize what we are doing to provide a holistic approach and reduce conflicts. We are looking into Coursedog software, which can potentially save over 250 hours of staff time each semester. One system will help the student experience.

President Sasse reminded the Board that at the retreat in September and while he was on his listening tour, that the number one topic of concern he heard from faculty was deferred maintenance around facilities and from students the number one topic of concern was anxiety around scheduling classes. He indicated that the 60% reduction of conflicts in scheduling does not require new expenditures, just more data visibility. VP Parker stated that the students are used to going onto Amazon; putting items in their shopping carts and determining what they want and when they want it. She indicated these new similar systems would allow the university to do that with course scheduling to help students determine their class schedule around work and lab research. The system would build the schedule for the student. VP Sass indicated that he sees opportunity for room optimization to determine how we are using our space, schedule optimization, and instructor load optimization.

Board Vice Chair and Committee Chair Patel stated that the board made significant investment in the Honors dorm and that the return on investment was mentioned by VP Parker when she indicated that there had been a 50% increase in Honors applications. He thanked VP Parker for her hard work.

## **5.2 Faculty Senate Update**

Trustee and Faculty Senate Chair Danaya Wright stated that her goal is to get as much bureaucracy out of the way for the faculty. She has been laser focused on this issue. She highlighted each of her 4 main initiatives.

**Post-tenure Review:** She thanked the Board and President for ensuring the draft language emphasized that politics are not going to be involved. There is a lot of uncertainty among faculty surrounding post-tenure review because they want to know what will be required of them and what will happen once they go through the process.

**Academic Excellence Initiative:** We need to have resources available to faculty to assist them with providing students a life changing experience in the classroom. She stated that the Center for Teaching Excellence program has great programs, but the demand is greater than what is available to faculty. They need more resources, more technology support. We have formed a committee to provide guidance for use of generative AI. Faculty are excited and looking forward to President Sasse's big plans and implementation of them. We support the changes to the Honor Code being voted on in this meeting.

**Administrative Burdens:** The survey on the Faculty Senate website has received over 200 comments regarding administrative burdens faculty are experiencing. She has been working with consultants and meeting with various offices on campus to find out more about these burdens and what we can do to assist. She indicated there will be action teams meeting in the Spring semester doing deep dives into each of these categories: UFGO, Reporting, Trainings, Management of Resources, Research, and Conflict Reporting.

**Bathrooms:** With the new bathroom bill in effect, it is her goal to ensure there is signage identifying the gender neutral, family friendly, and single stall accessible bathrooms on campus. There needs to be adequate bathrooms on campus for faculty, staff, and students, and a map that specifies where they are located and when they can be accessed.

Trustee Wright discussed shared governance and that she hopes to keep faculty focused and involved in academic policy making, not in the details of administration. They plan to bring a resolution to the Board in March to support this.

President Sasse stated that he appreciates what Trustee Wright is doing to reduce the administrative burdens. It is incredibly important. He indicated there is a lot of alignment on post-tenure review and believes it is an important and useful tool. He believes the current annual review process is not working well, as we are not seeing accountability when there is underperformance. It is a cultural problem that we haven't held deans and department chairs accountable. There are a lot of faculty on substantial research leave who are not producing research and we do not have a process to move them from substantial research leave to full

time teaching and it needs to be fixed. Post-tenure review will be a cultural challenge. He reiterated that post-tenure review is not about politics, but about rigor and output. Board Chair Hosseini agreed with President Sasse emphasizing post-tenure review is based on merit, not political views.

Trustee Wright concluded by sharing the 2024 spring Distinguished Professor Series and the excellent faculty we have who are presenting.

### **5.3 Student Body President Update**

Trustee and Student Body President Olivia Green provided an update on the 3 focus areas her office has been working on.

Focus #1 Community Building - Vehicular Safety On and Off Campus: On campus we have a partnership with Bird Scooters for a 20% discount. Off campus we have a partnership with UF TAPS for a 50% discount on Lyft to Gainesville Regional Airport and Rosa Parks Downtown Bus Station.

Focus #2 Student Organizations – New Student Organization Funding Model: In collaboration with UF Senate and the Budget Appropriations Committee, this model expands the number of days that student organizations can request to receive funding making it more accessible. It is intended to give more opportunities for organizations to receiving funding. She highlighted a laundry grant initiative launched for students living on campus during COVID. Continuing this laundry grant initiative could be a great opportunity to encourage students to live on campus.

Focus #3 Gator Needs: Lack of affordable housing is a concern for graduate students. Initiative for free graduate research materials provided by Student Government has been a success, but there is room for improvement. She highlighted the extension of funding for 24/7 access to Marston Library through Spring 2024. She thanked Interim Provost Angle for continuing this partnership and noted the students appreciate having access to the library to study any time they need to. She added that gathering data on usage to ensure funding this project in the future is beneficial.

She noted future plans for the Student Government office are to address mental health, wellbeing, and a collaboration with recreational sports. She shared her appreciation for the opportunity to be on the Board to provide the students a voice to feel heard and seen.

Trustee Cole asked what her thoughts are on the development of the Gator Wellness App the Board supported and invested in, and if she thinks it's helping students. Trustee Green stated it has helped students and indicated that with the increased funding from the Center for Instructional Technology and Training (CITT), the wait times are down and students can speak with a licensed therapist. She stated she agrees with President Sasse that we can improve upon is the on-campus requirement of having students living on campus for the first fall semester because that is when they are first away from home. She suggested having a Resident Assistant do monthly mental wellness checks, which students would not get if they were living off-campus, would be an opportunity to improve student mental health. The Gator Wellness App has been a tremendous improvement for students' overall wellbeing.

## 5.5 Student Life Update

Vice President Heather White provided an update on improvements to the student experience. She discussed the challenges we need to think about to change how we are doing things differently and how can we best prepare our students for this world to work as Board Chair Hosseini mentioned earlier. She stated that Student Life has revised their mission and vision statement to be foundational and aspirational. We should be thinking about the following outcomes: Preview, Orienting students to campus for first time, Living on campus, Having programs and research available around wellness and wellbeing, and Helping students think about their future and their job.

Our Why for being here and that our work aligns strategically as we are making decisions are found in these three components in the mission statement as follows: Community Connections, Career Design, and Lifelong Wellbeing

Our How are in these four areas to make sure we are thinking strategically to move the division forward:

- Human Capital
  - Harnessing the power of our most important asset.
  - Highlights - working in partnership with the Foundation, we have hired a major gift development officer for the first time to have a holistic focus. We secured grant from the Department of Education for \$500,000 for 3 years to better serve our student veterans. We are looking at our talent management to ensure we are using our talent to the best of their ability to better serve the students.
- Services
  - Developing the outlets for creating and enhancing community.
  - Highlights - Student led community and engagement, enhancing individual and academic success, and co-curricular experiential learning.
- Spaces
  - Creating the places where co-curricular connections are made.
  - Highlights - We are looking at buildings which we know can be powerful and transformational. We appreciate the funding received from President Sasse's Strategic Fund to move forward with conducting a study on on-campus housing. The future of these buildings is exciting.
- Infrastructure
  - Equipping our community with the tools to elevate the Gator Student Experience.
  - Highlights - We want to be able to reach students wherever they are and do all that we can for them. We are leveraging AI for real-time resume critique and interview practice. We are looking at connection between alumni and students and how important it is for networking and post-graduation success.

Our Future is in these bold idea areas for the division:

- Experiential Learning: The Board of Governors (BOG) has defined 7 categories and created expectations for all state universities to measure their institutions by. We have created a policy to assist us with reporting. At the end of October, we reported to the BOG 4,215 unique offerings in experiential learning. The top 3 UF experiential learning offerings are: 1.



Internship, co-op and work-based learning, 2. Research, and 3. Leadership and involvement. We will now be measuring this offering by semester and reporting to the BOG.

- **Gator Experience Record:** A subgroup of the Strategic Enrollment Management Committee is working to bring the whole student experience to the academic transcript and prepare students for change. President Sasse stated this was an important placeholder that bridges Student Life and Academic Affairs. We need to provide a more hybridized curriculum and be more flexible with the modality and delivery, including more calendar flexibility. Not everything is inside 8 semesters, 4 courses per semester, 13 weeks per class, 3 contact hours per week/per class. We need to provide more flexibility around micro credentialing. Some of this is in academic affairs proper, but bridges into student experience and life transformational and lifelong learning preparation.
- **Recreational Facilities:** We are looking at the health and wellbeing in terms of prevention and treatment, like Trustee Cole mentioned. We've added money as an institution and that has been tremendous in decreasing wait times in the UF Health and Wellness Center. We also need to think about prevention. Students who participate in recreational sports have higher GPAs and retention rates, reduced stress, anxiety and depression, higher levels of physical health and quality of life. UF is ranked last in SEC per enrolled student in square footage in recreational facility. We rank 11 out of 14 in SEC for indoor gross square footage per enrolled students. Students are looking at this when they are deciding where to go. We are looking at overall ways to improve.
- **Expanded Wellbeing:** There is an opportunity to expand recreational sports on the east side of campus. You can easily calculate 5,000 students in this corridor, not including apartment complexes nearby. There is not a close space to a recreational facility and proximity matters. There is 1 less visit for every 2 minutes of travel time. The closer you are the more inclined you are to utilize the facilities and utilize consistently. We need to look at space and think holistically, not just recreational facility, but also counselors and student health care center individuals. The students are on board and have funded \$275,000 to the Division of Student Life study in master plan for next year. We will bring the study results to the Board at a future meeting.

## **6.0 New Business**

There was no new business to come before the committee.

## **7.0 Adjourn**

There being no further discussion, Committee Chair Patel adjourned the meeting at 10:20 a.m.



**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 6, 2024**

**Time Convened: 9:33 a.m.**

**Time Adjourned: 9:45 a.m.**

**Committee and Board members present:**

Rahul Patel (Board Vice Chair and Committee Chair), David L. Brandon, Richard P. Cole, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Marsha D. Powers, Fred S. Ridley; Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President, UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board Vice Chair and Committee Chair Rahul Patel welcomed everyone in attendance and called the meeting to order at 9:33 a.m.

**2.0 Roll Call**

Board Vice Chair and Committee Chair Rahul Patel conducted a roll call, and all Committee members were present, except Trustees Corr and Green.

**3.0 Review Draft Agenda for March Meeting**

Board Vice Chair and Committee Chair Patel noted the pre-meeting is informational only and no action will come to the committee.

**3.1 Review Draft Minutes**

• **December 7, 2023**

Board Vice Chair and Committee Chair Patel reminded the committee that they will review and approve the December 7, 2023, minutes at the March meeting.

### 3.2 Review Action Items

- **AFSSPRSC1 Degree Program Terminations**

Board Vice Chair and Committee Chair Patel stated that there were three Degree Program Terminations as follows:

- The College of Agricultural and Life Sciences is requesting to terminate the Bachelor of Science in Horticultural Science. The Bachelor of Science in Horticultural Science degree curriculum is now part of the Plant Science undergraduate degree and students can take horticultural science courses. Students enrolled as of Fall 2023 will still be able to successfully graduate in the new Plant Sciences major.
- The College of Design, Construction and Planning is requesting to terminate the Master of International Construction Management online program due to low enrollment, low graduation rates and maintaining the prerecorded content. The students currently enrolled in the program will be able to complete their degree by Spring 2025 when the program will be closing.
- The College of Liberal Arts and Sciences is requesting to terminate the Master of Arts with a major in Classical Studies. This program has experienced low enrollment for several years and any students remaining in the program after Summer 2027 will enroll in the Master of Latin program.

- **AFSSPRSC2 Self Supporting Program**

Board Vice Chair and Committee Chair Patel stated the College of Journalism and Communications is proposing to add a new graduate concentration in Digital Journalism and Multimedia Storytelling in the Master of Arts in Mass Communication. The purpose of this new graduate concentration is to add additional offerings in the specific area of journalism education, a key discipline for the college. Graduates in this space are increasingly expected to possess data and digital skills to be successful in their jobs in a changing journalism landscape (truth, trust, bias, safety, etc.). This program aligns with the mission of the College of Journalism, which includes educating the next generation of journalists who can rebuild the public's trust in media and act in the public's interest.

- **AFSSPRSC3 Instructional Site: Jacksonville Site**

Board Vice Chair and Committee Chair Patel noted that the University of Florida plans to operate the Jacksonville Site as an Instructional that will provide clearly defined programs and services, such as research and public service, and reflects a permanent commitment by the university for the foreseeable future. The Jacksonville Site will offer courses from the Colleges of Business and Engineering that will lead to graduate degrees.

### 3.3 Review Discussion Items

- **Admissions Update**

Board Vice Chair and Committee Chair Patel stated Vice President Mary Parker will provide an Admissions Update at the March meeting. The update will include the changes to admission release dates being moved earlier for the next admissions cycle.

- **Faculty Senate Update**

Board Vice Chair and Committee Chair Patel noted Trustee and Faculty Senate Chair Danaya Wright will provide a Faculty Senate update at the March meeting.

- **Student Body President Update**

Board Vice Chair and Committee Chair Patel noted Trustee and Student Body President Olivia Green will provide a Student Body update at the March meeting.

- **Student Life Update**

Board Vice Chair and Committee Chair Patel noted Vice President Heather White will provide a Student Life at the March meeting.

- **Rankings Update**

Board Vice Chair and Committee Chair Patel stated he, Provost Scott Angle, and Vice President Ray Sass will provide an update on the analysis of the Top 5 initiative.

- **Professional Testing Update**

Board Vice Chair and Committee Chair Patel added they will provide an update on the Professional Exam Passing rates for all professional schools, focusing in particular on the College of Law. He indicated that Interim Dean Merritt McAlister will provide a presentation on the plan for the College of Law to improve the passage rates.

- **Dean Search Update**

Board Vice Chair and Committee Chair Patel indicated there are several searches under way for new Deans. Provost Angle will provide an update on where in the process each search is.

- **Huron Report Update**

Board Vice Chair and Committee Chair Patel stated President Sasse, Provost Angle, and his team retained the services of Huron Consultants to perform a review of the Provost Office structure. Provost Angle will provide a summary of the recommendations.

- **Centers/Institutes**

Board Vice Chair and Committee Chair Patel noted there was one Institute name change and four new Centers/Institutes:

- o Name Change: UF Informatics Institute to UF Interdisciplinary Informatics and Artificial Intelligence Research Institute (Office of Research)
- o New Center: CSEveryone Center (College of Education)
- o New Center: Fintech Research Center (Warrington College of Business)
- o New Institute: Institute for Advanced Learning Technologies (College of Education)
- o New Center: Southeaster Center for Integrated Metabolomics (College of Medicine)

#### **4.0 New Business**

There was no new business to come before the committee.

#### **5.0 Adjourn**

There being no further discussion, the meeting was adjourned at 9:45 a.m.



**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS  
ACTION ITEM AFSSPRSC1  
March 7, 2024**

**SUBJECT:** Tenure Upon Hire

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**BACKGROUND INFORMATION**

The Chairs and Deans have recommended to the Provost and Senior Vice President for Academic Affairs that 17 faculty members be granted tenure commencing with their appointment. These individuals meet the criteria set forth in the University's tenure and permanent status policy and have been recommended by the Provost and President to receive tenure. Attached is a Summary of the Tenure Upon Hire cases.

**PROPOSED COMMITTEE ACTION**

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Tenure Upon Hire cases listed on the attached Summary for recommendation to the Board of Trustees for its approval on the Consent Agenda. While any administrative appointment is noted, tenure is granted only for the faculty appointments.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors approval is not required.

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Supporting Documentation Included: Tenure Upon Hire Summary

Submitted by: J. Scott Angle, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary

**Tenure Upon Hire Summary**  
**March 7, 2024**

**Dr. Ryan J. Owens – Hamilton Center for Classical and Civic Education**  
**Professor and Director, Program in American Foundations, Ideals and Law**

Dr. Ryan Owens earned his B.A. in Political Science and History and J.D. in Law from the University of Wisconsin in 1998 and 2001, his M.A. and Ph.D. in Political Science from Washington University in St. Louis in 2005 and 2008. His prior institution is the University of Wisconsin-Madison. Dr. Owens is one of the foremost scholars in the nation on the United States Supreme Court and the federal judiciary. He has authored or co-authored 43 journal articles and 6 peer-reviewed book chapters, with some of his articles appearing in top journals of his field.

**Dr. Charles Laderman – Hamilton Center for Classical and Civic Education**  
**Associate Professor**

Dr. Charles Laderman earned his B.A. in History and Politics from the University of Nottingham in 2008, his Master of Philosophy in Historical Studies from the University of Cambridge in 2009 and his Ph.D. in International History from the University of Cambridge in 2015. His prior institution is King's College, London. Dr. Laderman is widely regarded as a "rising star" within diplomatic and international history.

**Dr. Greg Conti – Hamilton Center for Classical and Civic Education**  
**Associate Professor**

Dr. Greg Conti earned his B.A. in English Literature from The University of Chicago in 2009 and his A.M. in Government in 2012 and Ph.D. in Government in 2016 from Harvard University. His prior institution is Princeton University. Dr. Conti is one of the top young political theorists in the nation. He has published one monograph, one scholarly edition with Cambridge University Press, 17 journal articles, 6 book chapters and 7 review essays.

**Dr. Paul Lim – Hamilton Center for Classical and Civic Education**  
**Professor**

Dr. Paul Lim earned his B.A. in Economics from Yale University in 1990, his M.Div. from the Biblical Theological Seminary in 1995, his Th.M. in Church History from Princeton Theological Seminary in 1997 and his Ph.D. in History of Christianity from the University of Cambridge in 2001. His prior institution is Vanderbilt University Divinity School. Dr. Lim is one of the premier scholars in the nation on the English Reformation and early modern European religious and intellectual history. He has published 2 books, one co-edited book and 18 journal articles/book chapters.

**Dr. Richard Aldous – Hamilton Center for Classical and Civic Education**

**Professor**

Dr. Richard Aldous earned his B.S. in Modern History from Kingston Polytechnic in 1988, his M.A. in History, Politics and War Studies from UCL Institute of the Americas in 1989 and his Ph.D. from Christ's College, University of Cambridge in 1992. His prior institution is Bard College. Dr. Aldous is widely regarded as one of the finest historians in the nation on transatlantic relations and British and American modern history. He has published 7 single-authored books, one co-authored book, and five edited books.

**Dr. Wenlin Liu – College of Journalism and Communications**

**Associate Professor, Department of Public Relations**

Dr. Wenlin Liu earned her B.S. in Journalism with minor in Economics from Peking University in 2008, her M.S. in Communications from the University of Washington, Seattle in 2010 and her Ph.D. in Communications from the University of Southern California. Her prior institution is the University of Houston. Dr. Liu has authored or co-authored 45 peer-reviewed articles, five peer-reviewed book chapters and 28 conference presentations. She has received numerous national and international awards for her scholarship from the top associations in mass communications.

**Dr. Trevor Foulk – Warrington College of Business**

**Associate Professor, Department of Management**

Dr. Trevor Foulk earned his Bachelor's in Business Administration, major in Management and minor in Philosophy from the University of Massachusetts-Amherst in 2000 and his Ph.D. in Business Administration from the University of Florida in 2017. His prior institution is the University of Maryland. Dr. Foulk has published 23 articles in refereed journals, 14 of which appear in the most prestigious and heavily cited outlets in the field of management. He has received the Society for Industrial-Organizational Psychology Distinguished Early Career Contributions Award (2024) due to his excellent contributions he has made early in his career.

**Dr. Wei Shi – Warrington College of Business**

**Professor, Department of Management**

Dr. Wei Shi earned his B.A. in English Literature from Beijing Foreign Studies University in 2004, his MBA in Finance from Tulane University and his Ph.D. in Strategic Management from Rice University in 2016. His prior institution is the University of Miami. Dr. Shi has published 52 articles in refereed journals, 23 of which appear in the most prestigious and heavily cited outlets in the field of management. His work has been covered by highly influential media outlets, including Wall Street Journal and Science Daily.

**Dr. Murillo Campello – Warrington College of Business**

**Professor, Eugene F. Brigham Finance, Insurance and Real Estate Department**

Dr. Murillo Campello earned his B.A. in Economics from Federal University of Rio de Janeiro in 1991, his M.Sc. in Business Administration from Pontifical Catholic University of Rio de Janeiro in 1994 and his Ph.D. in Finance from the University of Illinois in 2000. His prior institution is Cornell University. Dr. Campello is an internationally recognized scholar of finance economics. His work has been cited by prominent policy authorities such as the Federal Reserve chairman, mentioned in Congressional hearings, described in the "Economic Report of the President," and

used to advise the U.S. Supreme Court. He has published extensively in top finance journals and has served as an associate editor at several leading outlets.

**Dr. John M. Hollingsworth – College of Medicine**

**Professor, Department of Urology**

Dr. John Hollingsworth earned his B.S. in Chemistry from the University of Michigan in 1997, his M.D. from Georgetown University School of Medicine in 2002 and his M.Sc. in Health and Health Care Research from the University of Michigan in 2006. His prior institution is the University of Michigan. Dr. Hollingsworth is currently an MPI on three R01 grants and has a track record of scholarships. He has 174 peer-reviewed journals and publications and three book chapters.

**Dr. Eli Chapman – College of Medicine**

**Professor, Department of Pharmacology & Therapeutics**

Dr. Eli Chapman earned his B.S. in Chemistry from the University of California, Berkeley in 1996, his M.A. in Chemistry from Columbia University in 1998 and his Ph.D. in Chemistry from The Scripps Research Institute, La Jolla, CA in 2002. His prior institution is The University of Arizona. Dr. Chapman is a world leader in protein medicinal chemistry with distinction in the area of chaperone proteins and discovering new small molecules for treatment of cancer. He has NIH funding and holds numerous patents related to his research on novel small molecules.

**Dr. May Khanna – College of Medicine**

**Associate Professor, Department of Pharmacology & Therapeutics**

Dr. May Khanna earned her Ph.D. in Chemistry and Biochemistry from Wayne State University in 2001. Her prior institution is New York University. Dr. Khanna is a world leader in RNA-based drug discovery, the founder/co-founder of several start-up biotech companies, has authored over 100 publications and holds funding from both the NIH and DOD.

**Dr. Rajesh Khanna – College of Medicine**

**Professor, Department of Pharmacology & Therapeutics**

Dr. Rajesh Khanna earned his B.Sc. in Toxicology from The University of Toronto in 1994, his M.Sc. in Pharmacology from The University of Toronto in 1996 and his Ph.D. in Physiology from The University of Toronto in 2000. His prior institution is New York University. Dr. Khanna is a PI on numerous federal grants, an author on over 100 papers. His research team recently discovered a new pathway to treat pain which was even selected by the NIH for commercialization.

**Dr. Servio H. Ramirez – College of Medicine**

**Professor, Department of Pathology, Immunology and Laboratory Medicine**

Dr. Servio Ramirez earned his B.S. in Biotechnology/Genetic Engineering with a minor in Modern European History from Rochester Institute of Technology in 1998, his M.S. in Microbiology/Immunology from the University of Rochester in 2001 and his Ph.D. in Immunology/Microbiology/Virology from the University of Rochester in 2004. His prior institution is Temple University. Dr. Ramirez has built an international reputation on the study of neuroinflammation/neuroimmunology with a particular focus on the blood-brain barrier.



**Dr. Shannon Horrillo – IFAS Extension**

**Associate Professor and Associate Dean for Extension for Families, Youth and Communities**

Dr. Shannon Horrillo earned her B.S. in Human Development in 1999, her M.S. in Child Development in 2003 and Ph.D. in Human Development in 2009 from the University of California, Davis. Her prior institution is the United States Department of Agriculture, National Institute of Food and Agriculture. Dr. Horrillo is seen as a great leader, visionary and mentor for faculty and staff.

**Mr. Gary Lawson – Levin College of Law**

**Professor of Law**

Mr. Gary Lawson earned his B.A. in Philosophy from Claremont Men’s College in 1980 and his J.D. from Yale Law School in 1983. His prior institution is Boston University School of Law. Mr. Lawson has published more than five university press books, two leading casebooks and more than one hundred scholarly articles on topics ranging from constitutional theory and history to the proof of legal propositions. In a 2021 survey, he was the second-most highly cited Administrative Law professor in the country. His works have been cited in more than twenty opinions of the U.S. Supreme Court Justices and is one of the most influential conservative legal thinkers in the country.

**Dr. Chris Kim – Herbert Wertheim College of Engineering**

**Professor, Department of Electrical and Computer Engineering**

Dr. Chris Kim earned his B.S. in Electrical Engineering from Seoul National University in 1998, his M.S. in Biomedical Engineering from Seoul National University in 2000 and his Ph.D. in Electrical and Computer Engineering from Purdue University in 2004. His prior institution is the University of Minnesota. He has a significant number of publications including 185 conference proceedings, 91 journal articles and three book chapters. He also has nine published patents.



**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS  
ACTION ITEM AFSSPRSC2  
March 7, 2024**

**SUBJECT:** Degree Program Terminations

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**BACKGROUND INFORMATION**

The Board of Governors requires periodic reviews of all academic degree programs to determine whether they remain viable academic offerings. Degree programs that have been inactive or which are not planned to be reactivated must be closed.

The College of Agricultural and Life Sciences is requesting to terminate the Bachelor of Science in Horticultural Science (CIP 01.1103). The Bachelor of Science in Horticultural Science degree curriculum is now part of the Plant Science undergraduate degree and students can take horticultural science courses. Students enrolled as of Fall 2023 will still be able to successfully graduate in the new Plant Sciences major. The Faculty Senate approved this request at the December 14, 2023 meeting.

The College of Design, Construction and Planning is requesting to terminate the Master of International Construction Management (CIP 15.9999) online program due to low enrollment, low graduation rates and maintaining the prerecorded content. The students currently enrolled in the program will be able to complete their degree by Spring 2025 when the program will be closing. The Faculty Senate approved this request at the October 19, 2023 meeting.

The College of Liberal Arts and Sciences is requesting to terminate the Master of Arts with a major in Classical Studies (CIP 16.1200). This program has experienced low enrollment for several years and any students remaining in the program after Summer 2027 will enroll in the Master of Latin program. The Faculty Senate approved this request at the December 14 2023, meeting.

**PROPOSED COMMITTEE ACTION**

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above degree program terminations for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors final approval will be required for termination of all doctoral and professional degree programs only.

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Supporting Documentation Included: Board of Governors Academic Degree Program  
Termination Forms

Submitted by: J. Scott Angle, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



State University System of Florida Board of Governors  
**ACADEMIC DEGREE PROGRAM TERMINATION FORM**  
 In Accordance with Board of Governors Regulation 8.012

**INSTITUTION:** University of Florida

**PROGRAM NAME:** Horticultural Science

**DEGREE LEVEL(S):** B **CIP CODE:** 01.1103

B, M, Ed.D., or Ph.D.

**ANTICIPATED TERMINATION TERM:** Spring 2024

First term when no new students will be accepted into the program

**ANTICIPATED PHASE-OUT TERM:** Spring 2026

First term when no student data will be reported for this program

*Use this form for academic program termination. The form should be approved by the University Board of Trustees (UBOT) prior to submission to the State University System of Florida Board of Governors for consideration. Complete this form for each program to be terminated in order for the request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master's degree programs, the UBOT may approve the termination in accordance with BOG Regulation 8.012. For doctoral level programs, submit this form with all appropriate signatures for Board of Governor's consideration. The issues outlined below should be examined by the UBOT when approving program terminations.*

- 1. Does the program fall under one of the CIP codes listed below?** Please skip this question if this request does not pertain to a baccalaureate program.

Yes

No

CIP CODE	CIP TITLE	CATEGORY
11.0101	Computer and Information Sciences	STEM
11.0103	Information Technology	STEM
13.1001	Special Education and Teaching	EDUCATION
13.1202	Elementary Education and Teaching	EDUCATION
14.0801	Civil Engineering	STEM
14.0901	Computer Engineering	STEM
14.1001	Electrical and Electronics Engineering	STEM
27.0101	Mathematics	STEM
40.0801	Physics	STEM
52.0301	Accounting	GAP ANALYSIS
52.0801	Finance	GAP ANALYSIS
52.1201	Management Information Systems	STEM

**2. Provide a narrative rationale for the request to terminate the program.**

The Horticultural Sciences Department faculty have voted to terminate this program because the Horticultural Science curriculum has become part of the new Plant Science undergraduate degree program that was officially launched in Summer B 2023.

**3. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

This program is offered on UF main campus. Students enrolled in this program as of Fall 2023 will still be able to successfully graduate as the program is being terminated and joining the new Plant Science Major. As a result, an increased enrollment in the new Plant Sciences Major is expected, and more students may take certain courses in the Horticultural Sciences Department. There are no losses of resources as the courses and faculty involved in this program will remain. Students enrolled in the new Plant Science Major will have access to the increased resources with the Horticultural Science curriculum added to the new Plant Science degree program.

**4. Explain how the university intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program.**

Courses and faculty involved in this program will not be affected by the program termination. Faculty will continue to offer their courses as this program is integrated into the new Plant Science degree program. The Plant Science-Horticultural Science Merger Committee presented the proposal to faculty in the Horticultural Sciences Department, and discussions took place at departmental faculty meetings. Horticultural Sciences faculty voted to merge this program with the Plant Science program by joining the new Plant Science Major. The currently

enrolled students will receive an email notification from the department about the official termination, and the message will be placed on the departmental website. All current students will be allowed to finish out their degrees in this program unless they prefer to change to the new Plant Science Major or another major.

- 5. Please provide the date when the teach-out plan was submitted to the institution's accreditor. Include a copy of the notification letter with your submission.**

September 20, 2023

**6. Identify the process for evaluation and mitigation on any potential negative impact of the proposed action on the current representation of faculty and students in the program.**

No negative impacts on females, minorities, faculty, and students in the program are identified. This program is now part of the new Plant Science degree program, effective in Summer B 2023.

**7. If this is a baccalaureate program, please explain how and when the Florida College System institutions have been notified of its termination so that students can be notified accordingly.**

A memo was sent to the Director of Academic Affairs at the Florida College System to notify the system institutions of the closure so that students can be notified accordingly.

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**Termination Request Form – Signatures Page**

*Lizhao*

9/22/2023

\_\_\_\_\_  
Signature of Requestor/Initiator

\_\_\_\_\_  
Date

*Melissa Blum*

1/5/2024 | 8:34 AM EST

\_\_\_\_\_  
Signature of Campus EO Officer

\_\_\_\_\_  
Date

*Elaine Turner*

1/5/2024 | 9:19 AM EST

\_\_\_\_\_  
Signature of College Dean

\_\_\_\_\_  
Date

*[Signature]*

1/5/2024 | 10:33 AM EST

\_\_\_\_\_  
Signature of President or Vice President  
for Academic Affairs

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Chair of the  
Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date Approved by the Board of Trustees





State University System of Florida Board of Governors  
**ACADEMIC DEGREE PROGRAM TERMINATION FORM**  
In Accordance with Board of Governors Regulation 8.012

**INSTITUTION:** University of Florida

**PROGRAM NAME:** Master of International Construction Management (M.I.C.M.)

**DEGREE LEVEL(S):** Master **CIP CODE:** 15.9999  
B, M, Ed.D., or Ph.D.

**ANTICIPATED TERMINATION TERM:** Spring 2023  
First term when no new students will be accepted into the program

**ANTICIPATED PHASE-OUT TERM:** Spring 2025  
First term when no student data will be reported for this program

*Use this form for academic program termination. The form should be approved by the University Board of Trustees (UBOT) prior to submission to the State University System of Florida Board of Governors for consideration. Complete this form for each program to be terminated in order for the request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master's degree programs, the UBOT may approve the termination in accordance with BOG Regulation 8.012. For doctoral level programs, submit this form with all appropriate signatures for Board of Governor's consideration. The issues outlined below should be examined by the UBOT when approving program terminations.*

**1. Does the program fall under one of the CIP codes listed below? Please skip this question if this request does not pertain to a baccalaureate program.**

- Yes  
 No

**2. Provide a narrative rationale for the request to terminate the program.**

1. Low enrollment. The program has had less than twenty active studies for several consecutive years. Currently, there are nine students in the program's two majors (International Construction Management and Construction Productivity).

2. Low graduate rates. The program has graduated fewer than four students per year from 2018 to 2021. In 2017, the program graduated nine studies.

3. Maintenance of prerecorded content. The program is an asynchronous Online program that requires professors to record content for students to view when they can. Due to the time it takes to make good recordings, the courses have often gone several years without updates.

**3. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

This is an Online Program. Due to the low enrollment, terminating this program will not have an impact on enrollment planning or resources.

**4. Explain how the university intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program.**

Closing the program in Spring 2025 allows enough time for all the current students in it to finish their degrees. The faculty was informed at the Fall 2022 M.E. Rinker, Sr. School of Construction Management faculty meeting. The students will be informed via email once the closure of the program is official.

**5. Please provide the date when the teach-out plan was submitted to the institution's accreditor. Include a copy of the notification letter with your submission.**

The teach-out plan was submitted to SACSCOC on October 27, 2023.

- 6. Identify the process for evaluation and mitigation on any potential negative impact of the proposed action on the current representation of faculty and students in the program.**

None.

- 7. If this is a baccalaureate program, please explain how and when the Florida College System institutions have been notified of its termination so that students can be notified accordingly.**

Not applicable.

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**Termination Request Form – Signatures Page**



\_\_\_\_\_  
Requestor/Initiator

April 5, 2023

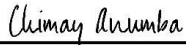
\_\_\_\_\_  
Date



\_\_\_\_\_  
Signature of Campus EO Officer

1/25/2024 | 10:44 AM EST


\_\_\_\_\_  
Date



\_\_\_\_\_  
Signature of College Dean

1/25/2024 | 11:35 AM EST

\_\_\_\_\_  
Date



\_\_\_\_\_  
Signature of President or Vice President  
for Academic Affairs

1/25/2024 | 1:02 PM EST

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Chair of the  
Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date Approved by the Board of Trustees



State University System of Florida Board of Governors  
**ACADEMIC DEGREE PROGRAM TERMINATION FORM**  
In Accordance with Board of Governors Regulation 8.012

**INSTITUTION:** University of Florida

**PROGRAM NAME:** Master of Arts with a major in Classical Studies

**DEGREE LEVEL(S):** Master **CIP CODE:** 16.1200  
B, M, Ed.D., or Ph.D.

**ANTICIPATED TERMINATION TERM:** Fall 2024  
First term when no new students will be accepted into the program

**ANTICIPATED PHASE-OUT TERM:** Fall 2027  
First term when no student data will be reported for this program

*Use this form for academic program termination. The form should be approved by the University Board of Trustees (UBOT) prior to submission to the State University System of Florida Board of Governors for consideration. Complete this form for each program to be terminated in order for the request to be processed as quickly as possible. Attach additional pages as necessary to provide a complete response. In the case of baccalaureate or master's degree programs, the UBOT may approve the termination in accordance with BOG Regulation 8.012. For doctoral level programs, submit this form with all appropriate signatures for Board of Governor's consideration. The issues outlined below should be examined by the UBOT when approving program terminations.*

**1. Does the program fall under one of the CIP codes listed below? Please skip this question if this request does not pertain to a baccalaureate program.**

- Yes  
 No

**2. Provide a narrative rationale for the request to terminate the program.**

The program has experienced low enrollment for several years which led to the faculty making the decision to terminate the program.

**3. Indicate on which campus(es) the program is being offered and the extent to which the proposed termination has had or will have an impact on enrollment, enrollment planning, and/or the reallocation of resources.**

The program is offered on the Gainesville campus. All the faculty teaching the courses for the MA in Classical Studies also teach courses for the Master of Latin degree program. Additionally, staff for the MA in Classical Studies will continue their efforts in the Master of Latin program. Therefore, neither faculty nor staff will be impacted by the program closure and will not require redeployment or new employment.

**4. Explain how the university intends to accommodate any students or faculty who are currently active in the program scheduled to be terminated. State what steps have been taken to inform students and faculty of the intent to terminate the program.**

Faculty and staff were informed on March 20, 2023, and the students in the program were informed at the Summer Latin Institute in July 2023. The last term the department will graduate students is Summer 2027. Any student remaining in the program after that time will enroll in the Master of Latin (CIP code 16.1203) program.

**5. Please provide the date when the teach-out plan was submitted to the institution's accreditor. Include a copy of the notification letter with your submission.**

Notification letter was submitted on April 10, 2023. No teach out plan was needed.

**6. Identify the process for evaluation and mitigation on any potential negative impact of the proposed action on the current representation of faculty and students in the program.**

All the faculty teaching the courses for the MA in Classical Studies also teach courses for the Master of Latin degree program. Additionally, staff for the MA in Classical Studies will continue their efforts in the Master of Latin program. Therefore, neither faculty nor staff will be impacted by the program closure and will not require redeployment or new employment.

**7. If this is a baccalaureate program, please explain how and when the Florida College System institutions have been notified of its termination so that students can be notified accordingly.**

Not applicable.

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**Termination Request Form – Signatures Page**

Jennifer Rea  
Requestor/Initiator

4/14/2023  
Date

Messalbury  
Signature of Campus EO Officer

1/26/2024 | 8:34 AM EST  
Date

D E Michault  
Signature of College Dean

7/6/2023  
Date

S. J. L.  
Signature of President or Vice President  
for Academic Affairs

1/26/2024 | 8:46 AM EST  
Date

\_\_\_\_\_  
Signature of Chair of the  
Board of Trustees

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date Approved by the Board of Trustees





**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS  
ACTION ITEM AFSSPRSC3  
March 7, 2024**

**SUBJECT:** Self-Supporting Program

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**BACKGROUND INFORMATION**

Pursuant to Board of Governors Regulation 8.011, the College of Journalism and Communications (CJC) is proposing to add a new graduate concentration in Digital Journalism and Multimedia Storytelling in the Master of Arts in Mass Communication (CIP 09.0102). The purpose of this new graduate concentration is to add additional offerings in the specific area of journalism education, a key discipline for the college (1 of 4 undergraduate departments). Graduates in this space are increasingly expected to possess data and digital skills to be successful in their jobs in a changing journalism landscape (truth, trust, bias, safety, etc.). This program aligns with the mission of the CJC, which includes educating the next generation of journalists who can rebuild the public's trust in media and act in the public's interest.

**PROPOSED COMMITTEE ACTION**

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the above Self-Supporting Program for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors approval is required.

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Supporting Documentation Included: Board of Governors Request to Offer a College-credit Self-supporting or Market Tuition Rate Education Course or Program When Offered as Part of an Existing Approved Program (Short Form)

Submitted by: J. Scott Angle, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



State University System of Florida Board of Governors  
**REQUEST TO OFFER A COLLEGE-CREDIT SELF-SUPPORTING OR MARKET TUITION RATE  
EDUCATION COURSE OR PROGRAM WHEN OFFERED AS PART OF AN EXISTING  
APPROVED PROGRAM (SHORT FORM)**

In accordance with Board of Governors Regulations 8.011 & 8.002  
(Please do not revise this proposal format without prior approval from Board staff)

University of Florida  
**Institution Submitting Proposal**

Fall 2024  
**Proposed Implementation Term**

College of Journalism  
**Name of College(s) or School(s)**

Graduate Division - Distance  
**Name of Department(s)/Division(s)**

**Academic Specialty or Field**

Master of Arts in Mass Communication  
(MAMC) with a Concentration in Digital  
Journalism and Multimedia Storytelling

09.0102  
**Proposed CIP Code (2020 CIP)**

**Complete Name of Degree**

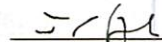
- Proposed Program Type**  
 Market Tuition Rate Program  
 Online  
 Continuing Education  
 Self-Supporting Program

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met before the program's initiation.

**Date Approved by the University  
Board of Trustees**

 2/12/2024  
**President's Signature** **Date**

**Board of Trustees Chair's  
Signature** **Date**

 1/16/2024 | 4:05 PM EST  
**Provost's Signature** **Date**

## Projected Enrollments

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1.

Implementation Timeframe	HC	FTE
Year 1	15	7.5
Year 2	30	15
Year 3	45	22.5
Year 4	70	35
Year 5	80	40

## Introduction

### I. Program Description and Relationship to System-Level Goals

#### A. Describe within a few paragraphs the proposed program under consideration and its overall purpose, including the following.

The purpose of this new graduate concentration is to add additional offerings in the specific area of journalism education, a key discipline for our college (1 of 4 undergraduate departments). Graduates in this space are increasingly expected to possess data and digital skills to be successful in their jobs in a changing journalism landscape (truth, trust, bias, safety, etc.). This program aligns with the mission of the College of Journalism (CJC), which includes educating the next generation of journalists who can rebuild the public's trust in media and act in the public's interest.

According to the 2021 Survey of Journalism and Mass Communication Enrollments (2023) published in the peer-reviewed journal *Journalism and Mass Communication Educator*, enrollment in communications-focused graduate degree programs has remained stable since 2015. However, "there has been an increase in the number of students enrolled in [graduate] journalism sequences – continuing a trend observed in the 2018 survey (p. 70)." As of 2021, the two sequences enrolling the most graduate students are Strategic Communications at 36.2% (Note: we already have an existing concentration in strategic communications) and Journalism at 31.1%. This program will be a concentration under an existing approved Master of Arts in Mass Communication (CIP 09.0102) at the University of Florida. This is a 37-credit program with the course requirements listed below:

#### A. JOURNALISM CORE. 16 CREDITS REQUIRED

MMC6936	Principles of Journalism	3
MMC6936	Reporting and Writing for Digital, Audio & Video	3
MMC6936	Multimedia Editing	3
MMC6936	Social Media for Journalists	3
MMC6456	Data Storytelling and Visualization	4

#### B. MAMC CORE. 6 CREDITS REQUIRED

MMC6421	Research Methods in Mass Communication	3
MMC6400	Mass Communication Theory	3

#### C. ELECTIVES. 12 CREDITS REQUIRED.

#### D. CAPSTONE. 3 CREDITS REQUIRED.

MMC6936	Capstone Project	3
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In this program, students will explain the role and apply principles and laws of a free press, identify key events in the history of journalism, and trends in artificial intelligence and current digital media. Students will master the latest reporting, writing, and technical skills for traditional journalism, digital media, and various genres of storytelling across a variety of multimedia platforms. They will also exhibit respectful collaboration and professional ethical principles and work in the pursuit of truth, accuracy, and fairness. Doing so includes thinking critically, independently, and creatively when creating and evaluating both their own work and that of others. Further, students will apply tools and technologies appropriate for various communications professions including social media management and digital marketing. Finally, students will conduct relevant research, find and interview sources, and present stories in a clear and concise manner.

Upon successful completion of this course, students will be able to:

1. Apply the principles of free speech and a free press.
2. Master the latest reporting, interviewing, storytelling, writing, editing, and technical skills for journalism, digital and social media.
3. Practice professional ethics and collaboration in the pursuit of truth, accuracy, fairness, diversity, and inclusion.
4. Analyze historical and current information to identify key events, trends, and potential stories.
5. Provide editing, evaluation, coaching, and helpful feedback to improve writing for publishing.
6. Relate theories of mass communication to current topics in digital journalism and storytelling.

In the past twenty years, the rise of the internet has had a profound impact on the field of journalism and the work of journalists. Many people were quick to declare the death of journalism and many communication programs reacted by removing the term “journalism” from the names of their courses and programs. However, journalism did not die. Instead, it evolved, and we aim to address the modern needs of both journalists and citizens with a modern approach that will allow graduates to succeed in a variety of environments from traditional news outlets to independent local news sources. In addition, the content-producing skills gained in this program can be applied to all areas of content creation, whether in traditional journalistic outlets or in corporate media and marketing communications.

**B. If the proposed program qualifies as a Program of Strategic Emphasis, as described in the Florida Board of Governors 2025 System Strategic Plan, indicate the category.**

• **Critical Workforce**

- Education
- Health
- Gap Analysis

• **Economic Development**

- Global Competitiveness
- Science, Technology, Engineering, and Math (STEM)

**Does not qualify as a Program of Strategic Emphasis.**

**C. Indicate if the program qualifies for the Programs of Strategic Emphasis Waiver.**

- Yes
- No

If yes, the provost or their designee should contact Board staff to discuss prior to requesting any changes to the program.



CIP CODE	CIP TITLE	CATEGORY
11.0101	Computer and Information Sciences	STEM
11.0103	Information Technology	STEM
14.0801	Civil Engineering	STEM
14.0901	Computer Engineering	STEM
14.1001	Electrical and Electronics Engineering	STEM
27.0101	Mathematics	STEM
40.0801	Physics	STEM
52.0301	Accounting	GAP ANALYSIS
52.0801	Finance	GAP ANALYSIS
52.1201	Management Information Systems	STEM

**D. If the program qualifies as a Program of Strategic Emphasis, provide a justification for charging higher tuition for this program.**

Not applicable – as the program will be charging the same tuition as published state rates for in-state students and lower tuition than published state rates for out-of-state students.

<https://www.fa.ufl.edu/directives/2022-23-academic-year-tuition-and-fees/>

**Institutional and State-Level Accountability**

**II. Need and Demand**

**A. Describe the workforce need for the proposed program. The response should, at a minimum, include the following.**

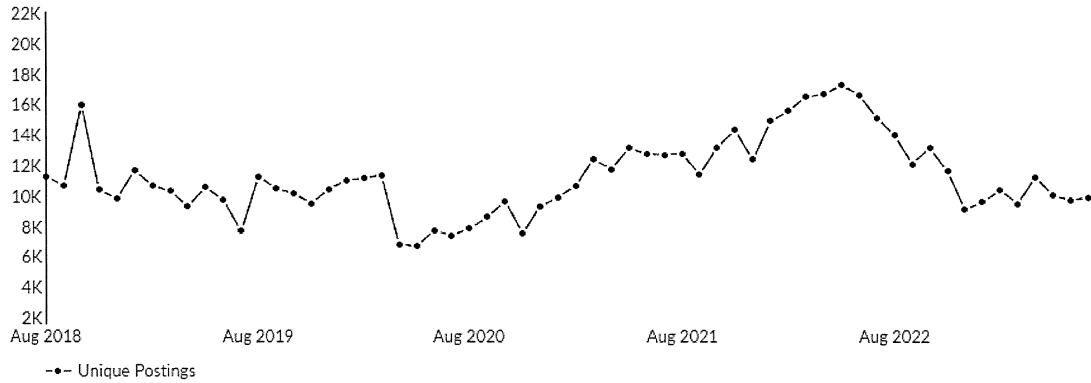
The target audience includes adults working in the field looking to upskill, adults looking to break into the field, and adults working in the field without any formal training (but in need of it). Although a master's degree in journalism is not a standard prerequisite for employment in this field, the CJC has hundreds of bachelor's level graduates, and we continually receive requests for master's level education. Journalists who entered the field prior to the rise of the internet seek additional training on topics like digital platforms, data storytelling, social media, and multimedia reporting. There are also people working as reporters who did not receive a traditional journalism undergraduate degree and these individuals seek a better understanding of new technologies and reporting practices. For individuals working in the field and hoping to advance their careers, an advanced degree from a highly reputable college like UF CJC will help bolster their credentials and help them acquire skills in areas like editing, theory, and research which are necessary for advanced jobs. An additional market is for liberal-arts undergraduates who are looking to add tangible skill sets and experience in communications and digital content creation. We will draw students from the thousands of graduates from our undergraduate journalism program. We will also attract graduates from other programs who are interested in advancing their careers, switching into this career field, or starting their own news service. Our advantages are the cutting-edge curriculum, rigor, and design of courses, reputation, history of job placement, and integration of key digital skills necessary for many roles in the field. Lightcast market analysis software (LMAS) shows that CIP code of 09.0102 (communication and media studies) is connected to 9 occupations that had more than 10,000 job openings in 2021 (see Table 1 below).

**US Job Outlook**

According to the US Bureau of Labor Statistics (USBL), these occupations typically require only a bachelor's degree. Given that this is a new MS concentration, the initial job posting data based upon the above occupations was filtered for jobs seeking a master's degree (Table 2). With this filter, there were 688,459 unique job postings during the past five years, although the

number of unique monthly postings has dropped 12.2% - from 11,280 to 9,904 from July 2018 to July 2023 (Figure 1).

**Figure 1. Monthly Unique Job Postings related to Journalism Occupations seeking Master's Degree July 2018 – July 2023**



Source: Lightcast – 8/29/2023

There are two important things to note about this data:

1. The list of jobs from Table 2 and Table 3 highlights an issue when we include marketing occupations in this job search. Most of the jobs that come up are related to the huge demand in that occupational sector. If you remove the marketing occupations from the filter, the number of unique jobs from July 2018 to July 2023 drops 72% - from 688,000 to 193,000. From this data, although there is demand for degrees in more traditional journalism jobs, there is even greater demand in the marketing sector, which may provide support for a master's in journalism with a specialization in digital media communication. It should be noted that an additional source of students would be individuals who pursued other undergraduate majors and have since entered the journalism/digital storytelling field and are interested in formal skills training in these areas.
2. When you remove the master's degree filter, total unique jobs during the same five-year period exceeds 4.3 million over the past five years (Figure 2). The master's degree filter removed 84% of unique job postings. This data supports the CJC's assertion that there is a large population of employees that could potentially look to upskill to improve their resume within these broad occupational categories. A list of the top job postings without filtering for a master's degree are included in table 3.

**Table 1. US Outlook for Journalism Related Occupations 2021-2031**

Occupation	2021 Jobs	2031 Jobs	% Change
Market Research Analysts and Marketing Specialists	766,759	1,022,432	33%
Marketing Managers	289,602	386,975	34%
Public Relations Specialists	267,387	326,131	22%
Producers and Directors	151,541	188,938	25%
Editors	95,227	114,474	20%
Public Relations Managers	65,287	78,994	21%
Writers and Authors	52,578	64,712	23%
Technical Writers	47,917	55,144	15%
News Analysts, Reporters, and Journalists	40,691	43,335	6%
Total	1,776,989	2,281,136	28%

Source: Lightcast – 8/29/2023

**Table 2. Total Job Posting Data for Top 20 Job Titles Seeking a master's degree Related to CIP code 09.0102 – Unique Postings Only – July 2018 – July 2023**

<b>Job Title</b> (including marketing occupation)	<b>Unique Job Postings</b>	<b>Job Title</b> (not including market occupations)	<b>Unique Job Postings</b>
Product Managers	43,197	Technical Writers	7,086
Marketing Product Managers	14,790	Directors of Development	5,613
Marketing Managers	12,845	Medical Writers	4,732
Directors of Product Management	12,553	Communications Specialists	3,242
Directors of Marketing	7,157	Communications Managers	2,828
Technical Writers	7,086	Directors of Communications	2,087
Directors of Development	5,613	Proposal Writers	2,030
Technical Product Managers	5,593	Order Writers	1,754
Digital Product Managers	5,361	Communications Directors	1,606
Category Managers	4,791	Major Gifts Officers	1,513
Medical Writers	4,732	Principals	1,489
Directors of Product Marketing	4,135	Marketing and Communications Managers	1,362
Digital Marketing Managers	4,050	Directors of Marketing and Communications	1,217
Vice Presidents of Marketing	3,769	Outreach Coordinators	1,136
Global Product Managers	3,298	Marketing Communications Specialists	1,071
Communications Specialists	3,243	Public Affairs Specialists	1,061
Global Marketing Directors	3,117	Grants Managers	971
Principle Product Managers	2,860	Associate Directors of Development	959
Associate Brand Managers	2,843	Copywriters	956
Communications Managers	2,830	Technical Writers/Editors	944

Source: Lightcast – 8/29/2023

**Table 3. Total Job Posting Data for Top 20 Job Titles Seeking Related to CIP code 09.0102 – Unique Postings Only – July 2018 – July 2023**

<b>Job Title</b> (including market research analysts as occupation)	<b>Unique Job Postings</b>	<b>Job Title</b> (not including market research analysts as occupation)	<b>Unique Job Postings</b>
Product Manager	154,031	Technical Writers	90,404
Marketing Managers	91,233	Copywriters	42,614
Technical Writers	90,054	Communications Specialists	34,502
Marketing Coordinators	82,727	Directors of Development	23,262
Marketing Specialists	51,891	Communications Managers	21,489
Marketing Product Managers	47,227	Proposal Writers	14,506
Copywriters	42,692	Communications Coordinators	14,062
Marketing Assistants	40,595	Content Writers	12,604
Digital Marketing Managers	35,380	Producers	12,131
Communications Specialists	34,510	Outreach Coordinators	10,622
Digital Marketing Specialists	33,317	Content Strategists	9,842
Social Media Managers	29,124	Reporters	9,743
Marketing Associates	26,665	Marketing Communications Specialists	9,566
Directors of Product Management	25,917	Multimedia Journalists	9,541
Directors of Marketing	24,405	Medical Writers	9,463
Directors of Development	23,265	Editors	9,255
Communications Managers	21,495	Public Relations Managers	9,130
Technical Product Managers	20,759	News Producers	8,997
Social Media Specialists	19,956	Community Managers	8,412
Digital Product Managers	18,970	Directors of Communications	8,123

Source: Lightcast – 8/29/2023

**Academic Outlook**

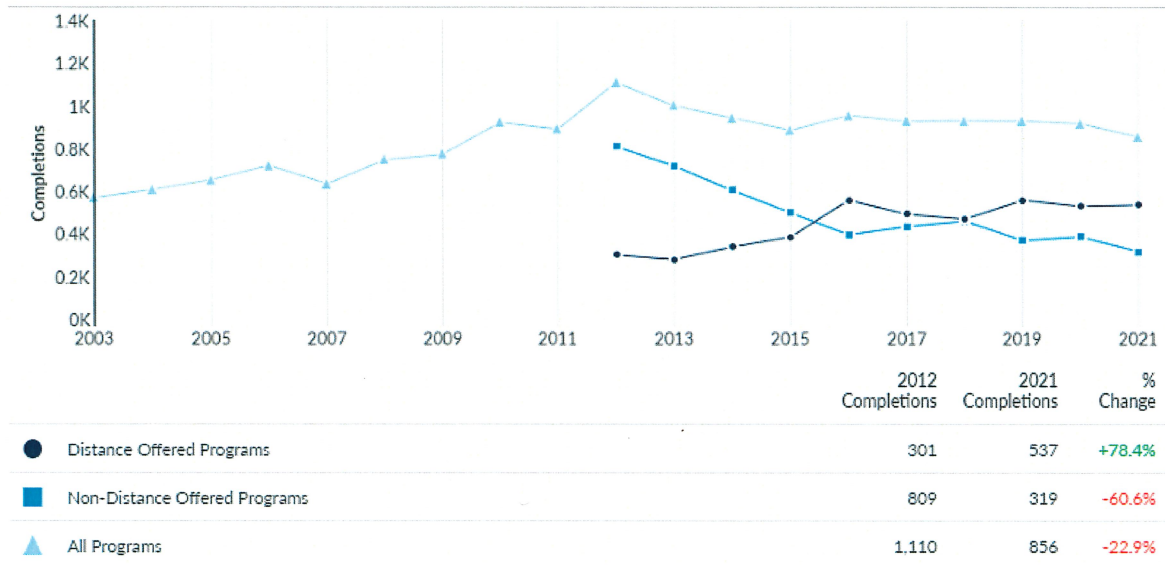
We used integrated postsecondary education data system (IPEDS) data for all journalism master's degrees within CIP code 09.0102, Mass Communication/Media Studies. The number of total degree completions in 2021 was 856 (Table 4). Sixty-three percent of these completions were done online. Although there has been a significant decline in on-campus completions, online programs completions have grown 78.4% since 2012 (Figure 4). In 2021, the UF CJC graduated 129 students, and currently controls the greatest share of this market (15%). Further, the ratio of annual degree completions to annual job postings for positions seeking a master's degree is highly favorable – 162,379 unique postings in 2021 to 856 graduates – suggesting that continuing to offer specialized degrees in this area is appropriate to meet demand of both potential students and employers. Even when eliminating marketing occupations from the analysis, the ratio is still favorable – 41,915 unique postings in 2021 to 856 graduates. Given the job data above, and the available degree completion data, we feel that with appropriate marketing by the college, the program will serve an important workforce need and should be able to enroll a sufficient number of students to meet cost recovery requirements of self-supporting status.



**Table 4. Master's Degree Program Completions in CIP Code 09.0102 – Academic Year 2021**

Program Type	Completions 2020	% Completions	Institutions 2020	% Institutions
All Programs	856		57	
Distance	537	63%	14	25%
Non-Distance	319	37%	43	75%

**Figure 4. Academic Program Annual Completions In CIP Code 09.0102 Communication and Media Studies by Modality 2003 – 2021**



## National and Florida Workforce Demand

In the table below, provide occupational linkages or jobs graduates will be qualified to perform based on the training provided for the proposed program that does not currently appear in the most recent version of the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.

**Table 5. Occupational Linkages for the Proposed Program**

SOC Code (XX-XXXX)	Occupation Title	Source / Reason for Inclusion
27-2012	Producers and Directors	Identified by Lightcast market analysis software as a potential link to CIP code 09.0102 and confirmed as accurate by content experts at the College of Journalism
13-1161	Market Research Analysts and Marketing Specialists	Identified by Lightcast market analysis software as a potential link to CIP code 09.0102 and confirmed as accurate by content experts at the College of Journalism
27-3042	Technical Writers	Identified by Lightcast market analysis software as a potential link to CIP code 09.0102 and confirmed as accurate by content experts at the College of Journalism
11-2021	Marketing Managers	Identified by Lightcast market analysis software as a potential link to CIP code 09.0102 and confirmed as accurate by content experts at the College of Journalism
27-3031	Public Relations Specialists	Identified by Lightcast market analysis software as a potential link to CIP code 09.0102 and confirmed as accurate by content experts at the College of Journalism

Data collected from Lightcast market analysis software, US Bureau of Labor Statistics  
Date Retrieved: 08/29/2023

Complete the table below and summarize its contents in narrative form. Include data for all linked occupations, including those in the table above. Use data from the Search by CIP or SOC Employment Projections Data Tool provided periodically by Board staff.

**Table 6. Labor Market Demand, CIP Code 09.0102**

Occupations	Percent Change in Job Openings		Annual Average Job Openings		Total # of New Jobs		Education Level Needed for Entry
	FL 2021-31	U.S. 2021-31	FL 2021-31	U.S. 2021-31	FL 2021-31	U.S. 2021-31	
11-2032 - Public Relations Managers*	19%	21%	355	7,569	607	13,707	At least Bachelors
25-1122 - Communications Teachers, Postsecondary	12%	7%	858	3,200	118	2,500	Doctoral or Prof. degree
27-3023 - News Analysts, Reporters, and Journalists	5%	6%	375	6,436	128	2,644	At least Bachelors
27-3041 - Editors	27%	20%	487	13,814	841	19,247	At least Bachelors
27-3043 - Writers and Authors	43%	23%	368	7,464	891	12,134	At least Bachelors
27-2012 - Producers and Directors	14%	25%	812	20,554	956	37,397	At least Bachelors
13-1161 - Market Research Analysts and Marketing Specialists	41%	33%	7,903	115,607	19,591	255,673	At least Bachelors
27-3042 - Technical Writers	16%	15%	306	5,746	405	7,227	At least Bachelors
11-2021 - Marketing Managers	39%	34%	1,950	41,082	5,035	97,373	At least Bachelors
27-3031 - Public Relations Specialists	19%	22%	2,279	32,639	3,712	58,744	At least Bachelors

Data collected from Lightcast market analysis software, US Bureau of Labor Statistics  
Date Retrieved: 08/29/2023

**Labor Market Demand Narrative:**

The CIP-SOC crosswalk includes five occupations linked to CIP code 09-0102 (see the first 5 occupations in Table 6). Five additional occupations were identified as occupations of interest based on faculty feedback and analysis using Lightcast market analysis software (see Table 6). The data from Lightcast pulls from several federal sources, including the US Bureau of Labor Statistics, and we consider this a premium tool for determining the nature and size of the market. Unique job postings in the state of Florida from the past five years are available in table seven below.

**Table 7.** *Florida Job Posting Data for Top 20 Journalism Related Occupations Seeking a master's degree – Unique Postings Only – July 2018 – July 2023*

<b>Job Title</b> (including market research analysts as occupation)	<b>Unique Job Postings</b>	<b>Job Title</b> (not including market research analysts as occupation)	<b>Unique Job Postings</b>
Product Managers	1,207	Directors of Development	310
Marketing Managers	643	Technical Writers	260
Directors of Product Management	430	Communications Managers	132
Directors of Marketing	368	Medical Writers	127
Marketing Product Managers	331	Order Writers	126
Directors of Development	310	Communications Specialists	108
Digital Marketing Managers	265	Directors of Communications	103
Technical Writers	260	Proposal Writers	92
Category Managers	248	Public Relations Managers	73
Vice Presidents of Marketing	229	Marketing and Communications Managers	68
Marketing Coordinators	217	Technical Writers/Editors	63
Digital Product Managers	212	Marketing Communications Specialists	57
Marketing Directors	144	Associate Directors of Development	55
Technical Product Managers	137	Assistant Directors of Annual Giving	52
Communications Managers	131	Community Relations Coordinators	51
Order Writers	121	Major Gifts Officers	45
Medical Writers	121	Public Information Specialists	45
Directors of Product Marketing	114	Marketing Communications Managers	43
Directors of Product Development	113	Directors of Philanthropy	43
Marketing Analysts	109	Directors of Marketing and Communications	41

**III. Self-Supporting and Market Tuition Rate Programs**

- A. Provide supporting documentation in a separate attachment that serves as evidence that the proposed program will not supplant any existing similar or equivalent E&G degree offering. Describe the evidence in narrative form below. *Note that Board Regulation 8.002 considers a program similar if it is offered under the same CIP code as one funded under the E&G budget entity.***

The CJC does not offer equivalent E&G programs under CIP code 09.0201. However, despite the growth of online self-supporting programs at the CJC, overall enrollment in traditional face-to-face, E&G graduate programs has not significantly changed (see Table 8).

**Table 8. Enrollment in CJC E&G and Self-Supporting Programs, 2016-2022**

<b>Program Type</b>	<b>Fall 2016</b>	<b>Fall 2022</b>
E&G Programs	98	91
Self-Supporting Programs	153	805

- B. If the proposed self-supporting or market tuition rate program will be a track under an existing E&G program or has a similar existing E&G program, provide a side-by-side tuition and fee comparison in the table below. Provide a link to the university's website that provides students with information about financial assistance and obligations for repayment of loans for these programs.**

**Not applicable because the program will not be a track under an existing E&G program or is not similar to an existing E&G program.**

- C. Explain whether the program leads to initial licensing or certification in occupational areas identified as a state critical workforce need. If so, which licenses and certifications will graduates receive upon completion, and explain why implementing the program as self-supporting or market tuition rate is the best strategy to increase the number of graduates in the state.**

This program does not lead to initial licensing or certification in occupational areas identified as a state critical workforce need.

**IV. Estimate of Investment**

**Use Appendix A – Table 3B to provide projected costs and associated funding sources for Year 1 and Year 5 of program operation. In narrative form, describe all projected costs and funding sources for the proposed program(s). Data for Year 1 and Year 5 should reflect snapshots in time rather than cumulative costs.**



## V. Required Appendices

The appendices listed in tables 1 & 2 below are required for all proposed degree programs except where specifically noted. Institutions should check the appropriate box to indicate if a particular appendix is included to ensure all program-specific requirements are met. Institutions may provide additional appendices to supplement the information provided in the proposal and list them in Table 2 below.

**Table 1. Required Appendices by Degree Level**

Appendix	Appendix Title	Supplemental Instructions	Included Yes/No	Required for Degree Program Level		
				Bachelors	Masters/ Specialist	Doctoral/ Professional
A	Tables 1B & 3B	Complete only tables 1B & 3B of the file	Yes		X	X
D	Letters of Support or MOU from Other Academic Units	Required only for programs offered in collaboration with multiple academic units within the institution	Yes		X	X
H	Attestations for Self-Supporting and Market Tuition Rate Programs	Required only for self-supporting or market tuition rate programs	Yes		X	X

**Table 2. Additional Appendices**

Appendix	Appendix Title	Description
A	Budget and Headcount Projections	Sheet 1b and 3b
D	Approval of residual self-supporting revenue	Internal Memo
H	Attestations for self-supporting programs	

**APPENDIX A**  
**TABLE 1-B**  
**PROJECTED HEADCOUNT FROM POTENTIAL SOURCES**  
**(Graduate Degree Program)**

Source of Students (Non-duplicated headcount in any given year)*	Year 1 HC	Year 1 FTE	Year 2 HC	Year 2 FTE	Year 3 HC	Year 3 FTE	Year 4 HC	Year 4 FTE	Year 5 HC	Year 5 FTE
Individuals drawn from agencies/industries in your service area (e.g., older returning students)	9	4.5	18	9	30	15	49	24.5	50	25
Students who transfer from other graduate programs within the university**	0	0	0	0	0	0	0	0	0	0
Individuals who have recently graduated from preceding degree programs at this university	2	1	4	2	5	2.5	7	3.5	10	5
Individuals who graduated from preceding degree programs at other Florida public universities	2	1	4	2	5	2.5	7	3.5	10	5
Individuals who graduated from preceding degree programs at non-public Florida institutions	0	0	0	0	0	0	0	0	0	0
Additional in-state residents***	0	0	0	0	0	0	0	0	0	0
Additional out-of-state residents***	2	1	4	2	5	2.5	7	3.5	10	5
Additional foreign residents***	0	0	0	0	0	0	0	0	0	0
Other (Explain)***	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>15</b>	<b>7.5</b>	<b>30</b>	<b>15</b>	<b>45</b>	<b>22.5</b>	<b>70</b>	<b>35</b>	<b>80</b>	<b>40</b>

\* List projected annual headcount of students enrolled in the degree program. List projected yearly cumulative ENROLLMENTS instead of admissions.

\*\* If numbers appear in this category, they should go DOWN in later years.

\*\*\* Do not include individuals counted in any PRIOR category in a given COLUMN.



**APPENDIX A  
TABLE 3B  
CONTINUING EDUCATION, SELF-SUPPORTING  
AND MARKET RATE PROGRAM BUDGET**

Institutions may edit the table below as applicable to their specific program and circumstances. The general headings (in bold) should serve as a guide, but institutions may edit the information below the headings as needed or desired. Detailed definitions are located at the bottom of the table. The Description or Explanation column is optional and should not replace the narratives required in the new degree program proposal.

<b>Category</b>	<b>Year 1</b>	<b>Year 5</b>	<b>Description or Explanation - If Needed</b>
<b>Tuition</b>			
Program Tuition (Full Cost to the Student)	\$5,384.76	\$5,384.76	0.5 FTE per head count, 12 credits per year
Program Tuition (Per Credit Hour)	\$448.73	\$448.73	
Headcount	15.00	80.00	
<b>Total Tuition Revenue</b>	<b>\$80,771.40</b>	<b>\$430,780.80</b>	Note that the college has approved 175,000 of self-supporting residual start up funds for this program, which we expect will be revenue neutral by year 2 and the start up funds to have been repaid by year 4
<b>Faculty Salaries and Benefits</b>			
Faculty Salaries	\$24,000.00	\$74,000.00	Faculty will be compensated \$2,000 per credit. (so for example, 3 credit courses = \$6,000). 4 3-credit courses year 1, 11 3-credit, 1 4-credit courses by year 5
Program Director/Department Chair	\$5,000.00	\$25,000.00	Director oversees 8 concentrations, so we will calculate effort based on a year five max effort towards this program of 12.5% (1/8). We expect effort will be less in year 1 (2.5%) and will grow to a max of 12.5% in year 5.
<b>Total Faculty Salaries</b>	<b>\$29,000.00</b>	<b>\$99,000.00</b>	
<b>Staff and Administrative Support</b>			
USPS Staff	\$8,400.00	\$50,000.00	The CJC self-supporting programs have several support staff that help administer the 8 CJC concentrations. We calculate their effort based on a year five max effort towards this program of 12.5% (1/8). We expect effort will be less in year 1 (2.5%) and will grow to a max of 12.5% in year 5.
A&P Staff	\$0.00	\$0.00	
OPS Staff	\$0.00	\$0.00	
Assistantships and Fellowships	\$0.00	\$0.00	
<b>Total Staff and Administrative Support Costs</b>	<b>\$8,400.00</b>	<b>\$50,000.00</b>	
<b>Programmatic Expenses</b>			
Marketing & Promotions	\$18,750.00	\$18,750.00	This is the CJC total annual marketing budget divided by the number of concentrations at CJC (8)
Course Development	\$38,000.00	\$10,000.00	Cost is to develop new courses in Year 1 and maintenance of courses in Year 5
Other Programmatic Expenses - Please Explain	\$25,000.00	\$35,000.00	program-specific marketing & sponsorships, special events, and other misc. operating expenses.
<b>Total Programmatic Expenses</b>	<b>\$81,750.00</b>	<b>\$63,750.00</b>	
<b>Overhead Costs</b>			
Taxes	\$15,489.50	\$27,657.50	RCM tax at 13% - no college tax
			Note that the college has approved 175,000 of self-supporting residual start up funds for this program, which we expect will be revenue neutral by year 2 and the start up funds to have been repaid by year 4
<b>Total Overhead Costs</b>	<b>\$15,489.50</b>	<b>\$27,657.50</b>	
<b>Total Program Costs</b>	<b>\$134,639.50</b>	<b>\$240,407.50</b>	

<b>Definitions</b>	
<b>Faculty Salaries and Benefits</b>	The total amount of faculty salaries and benefits that will be attributed to this program. Because the program is funded through an auxiliary budget source. A separate line was added to reflect the portion of the Program Director/Department Chair's salary and benefits that are funded through this program. Institutions may further edit the expenses as needed to reflect the unique nature of their program.
<b>Staff and Administrative Support Costs</b>	Includes all non-faculty personnel costs, including benefits, that will be directly and indirectly attributed to this program. Not all categories may be applicable to every program.
<b>Programmatic Expenses</b>	Includes all non-personnel costs that will be directly and indirectly attributed to this program. Institutions may edit the categories in the template to best reflect the programmatic expenses for each program.
<b>Overhead Costs</b>	Any institutional overhead costs associated with the program should be reflected in the table. This can include startup costs, program administration fees, or other fees not represented elsewhere in the table that are attributed to the program from other units within the institution.





DIVISION OF GRADUATE STUDIES

PO BOX 118400 - WEIMER HALL  
Gainesville FL 32611-8400  
Phone: (352) 273-1486

INTERNAL MEMO

January 3, 2023

Colleagues,

As you know, a new master's concentration in Digital Journalism and Multimedia Storytelling has been proposed for the online self-funded graduate program (Academic Approvals Request #17594). This memo is to notify all key stakeholders that the college approves the use of residual self-funded revenue as startup funds for this new concentration. These startup funds are anticipated to be approximately \$175,000. These funds are on-hand (Distance OH Account 52S4442) and available for use. Your signature on this memo acknowledges your understanding that the college will use existing residuals from our self-funded program as startup funds for this new concentration. These funds are being made available as a "loan" and will be repaid from future residual tuition income generated by the new concentration.

Evan Kropp, Ph.D.  
Executive Director, Distance Education  
College of Journalism and Communications

Hub Brown 1/3/2023 | 3:48 PM EST  
Hub Brown  
Dean

Spiro Kioussis 1/3/2023 | 2:44 PM EST  
Spiro Kioussis, Ph.D.  
Executive Dean

Robyn Goodman 1/3/2023 | 2:29 PM EST  
J. Robyn Goodman, Ph.D.  
Associate Dean of Graduate Studies

Cc: Ted Spiker, Professor and Chair – Department of Journalism.

TS



## **Appendix H – Attestations for Self-Supporting or Market Tuition Rate Programs**

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Instructions: *Please attest to the items below for the proposed self-supporting or market tuition rate programs.*

Please check one of the options below.

- The proposed program will be similar to or a track under an existing E&G program.
- The proposed program is not intended to be a track under an existing E&G program or similar to an existing E&G program.

*For a program that will be a track under an existing E&G program or similar to an existing E&G program, the institution attests to the following:*

- The institution will provide students with a side-by-side tuition and fee comparison and publicize this information on the institution's public-facing website and any non-public websites or applications that provide information about the program.
- The institution will provide students with information about financial assistance and obligations for repayment of loans for these programs.
- Admissions, graduation criteria, and academic standards for the proposed self-supporting or market tuition rate program align with the criteria and standards for similar or equivalent existing E&G programs.
- Similar or equivalent existing E&G programs will not be closed as a result of the new program unless prior approval is obtained from the Board of Governors.

*For a proposed self-supporting program, the institution attests to the following:*

- Tuition and fees charged for the proposed self-supporting program will be sufficient to offset the full instructional cost of serving the student and shall not exceed the existing approved tuition and out-of-state fees for similar-level courses.

*For a proposed market tuition rate program, the institution attests to the following:*

- Offering the proposed program at a market tuition rate will not increase the state's fiscal liability or obligation.



**COMMITTEE ON ACADEMIC, FACULTY  
AND STUDENT SUCCESS, PUBLIC RELATIONS AND STRATEGIC  
COMMUNICATIONS  
ACTION ITEM AFSSPRSC4  
March 7, 2024**

**SUBJECT:** Instructional Site: Jacksonville Site

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**BACKGROUND INFORMATION**

The University of Florida plans to operate Jacksonville Site as an Instructional Site that will provide clearly defined programs and services, such as research and public service, and reflects a permanent commitment by the university for the foreseeable future. The Jacksonville site will offer courses from the Colleges of Business and Engineering that will lead to graduate degrees.

**PROPOSED COMMITTEE ACTION**

The Committee on Academic, Faculty and Student Success, Public Relations and Strategic Communications is asked to approve the Instructional Site for Jacksonville as indicated on the attached proposal for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors approval is required.

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Supporting Documentation Included: Board of Governors, State University System of Florida Proposal to Establish a New Type I, II, or III Campus, or Special Purpose Center

Submitted by: J. Scott Angle, Provost and Senior Vice President for Academic Affairs

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary

**BOARD OF GOVERNORS, STATE UNIVERSITY SYSTEM OF FLORIDA  
PROPOSAL TO ESTABLISH A NEW TYPE I, II, OR III CAMPUS, OR SPECIAL  
PURPOSE CENTER**

**University of Florida**  
**University Submitting Proposal**  
 TBD  
**Site ID**

**UF Jacksonville**  
**Proposed Name of Educational Site**  
**Type III Campus**  
**Proposed Type of Educational Site**  
 (Type I, II, or III Campus, or Special Purpose Center)

225 N Pearl St  
 Jacksonville, FL 32202  
**Physical Address of Educational Site**  
 (US Site: address, city, state, zip) (International site: street  
 address, number, city, county/province, country)

**Fall 2025**  
**Proposed Opening Date**  
 (First date and term student instruction will be offered at  
 the site)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing or relocating an educational site have been met prior to the initiation of the first course offerings.

**Date Approved by the University Board of Trustees**

*[Signature]*  
**President** **3/3/24**  
**Date**

**Signature of Chair, Board of Trustees** **Date**

*[Signature]*  
**Vice President for Academic Affairs** **3/3/24**  
**Date**

Under Projected Enrollment, provide headcount (HC) and full-time equivalent (FTE) student enrollment estimates by level from Table 1 in Appendix A for Years 1 and 5, or the Final Year of implementation if it exceeds five. Under Projected Costs, provide revenues and expenses from Table 2 and capital project costs from Table 3 for Years 1 and 5, or the Final Year if it exceeds five.

Projected Site Enrollment (from Table 1)			
		HC	FTE
Undergraduate	Year 1		
	Year 5		
Graduate	Year 1	253	150.5
	Year 5	971	591.25

Projected Costs (from Tables 3 and 4)				
Operational			Capital Projects	Total Cost
	E&G Funding	Other (Market Rate Tuition)		
Year 1		\$4,059,517		\$8,671,244
Year 2		\$8,738,999		\$13,826,483
Year 3		\$13,057,486		\$15,038,487
Year 4		\$17,550,626		\$15,917,014
Year 5		\$22,686,260		\$17,288,786

Note: This outline and the questions pertaining to each section must be reproduced within the body of the proposal to ensure that all sections have been satisfactorily addressed. Tables 1 through 4 are to be included as Appendix A and not reproduced within the body of the proposals because this often causes errors in the automatic calculations.

## **I. Introduction**

### **A. Provide a short description of the project and rationale for the request to establish an educational site, including the main purpose for this site (research, instruction, administration, student services, etc.).**

UF proposes to establish a campus in downtown Jacksonville. The primary purpose is to create a national center of excellence for advanced graduate and professional degree programs and related research efforts. The workforce-oriented degrees will feature new curricula that integrate the latest advances in artificial intelligence (AI) and data analytics to serve the state's rapidly growing needs in business, engineering, health sciences, law, and related fields. They will complement the educational training currently available in the Jacksonville area and will help develop a talent pipeline to meet the growing needs of companies incorporating AI and other emerging technology into their operations. UF will also pursue research opportunities aligned with the new educational programming relating to Jacksonville's robust infrastructure, complex environmental challenges, and the large and diverse health care population in the city.

UF has a bold vision for the campus in Jacksonville. While this proposal reflects 10 initial degree programs, UF will build on its most successful programs, and will launch additional programs to be identified in the coming months and years. We are optimistic for growth, and we anticipate 1,500 to 2,000 students at UF Jacksonville within five years of launch.

Jacksonville is one of the largest and fastest growing cities in the state, and its industries are being disrupted by the digital revolution. Business and community leaders are nearly unanimous in telling us that the explosive growth of data and AI present challenges and opportunities they are working constantly to address. UF is well-positioned to bring academic programming to meet their needs. UF began a university-wide AI initiative in 2019 which included the installation of one of the most powerful AI supercomputers in American higher education, the addition of over 100 new faculty in AI, an innovative approach to AI across the curriculum, and numerous research efforts in AI and related fields. These efforts have expanded since that time, and UF will continue to accelerate development in these areas.

The UF colleges participating in the initial establishment of the campus include the Warrington College of Business (WCB); the Herbert Wertheim College of Engineering (HWCOE); the College of Medicine (COM); the College of Public Health and Health Professions (PHHP); the Levin College of Law (Law); and the College of Design, Construction and Planning (DCP).

Pending approval by the Board of Governors (BOG) and UF's institutional accreditor, The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), UF anticipates offering credit-bearing instruction and degrees beginning in Fall 2025 at the new campus. UF will, in time, construct permanent physical facilities in downtown Jacksonville.



The planning process is underpinned by financial support and potential land donations offered by enthusiastic donors, the Florida Legislature and the Governor, and the City of Jacksonville. Since construction of the new campus will take several years, UF will occupy temporary space at the JEA headquarters site in downtown Jacksonville. This space is in a newly constructed building with a forward-thinking design that is conducive to the programming UF will offer in Jacksonville. It is centrally located, includes structured parking, and – because JEA is a regulated utility – affords a high degree of physical security for UF students, faculty, and employees.

**B. Provide a short narrative assessment of how the establishment of the educational site supports the university mission and the goals incorporated into the university strategic plan and Board of Governors State University System Strategic Plan.**

The establishment of the Jacksonville site furthers the goals of the BOG State University System Strategic Plan.

Under the “Excellence” rubric, the Jacksonville site will bring innovative academic programming and research efforts to the City of Jacksonville, focused particularly on high-growth and emerging fields. UF will use this opportunity to build on its existing strengths and to develop talent and expertise where appropriate.

Under the “Productivity” rubric, UF’s establishment of this site is explicitly focused on developing and improving the talent pipeline to meet the city and state’s growing needs. UF’s programming will help Jacksonville tell a compelling narrative to potential employers regarding a skilled workforce capable of meeting their talent needs, particularly in the growing areas of AI and sophisticated data analytics. To ensure alignment with industry needs, UF is identifying industry partners to inform curriculum design and develop paths for graduates into work-study programs, internships, and full-time employment. UF is also exploring innovative new programs such as semesters-in-residence and other rotational programming.

Regarding the “Strategic Priorities” rubric, the degree programs to be offered are Programs of Strategic Emphasis and so will increase the number of degrees awarded in that category. The emphasis on AI and data analytics will lead to a wealth of entrepreneurial activities, including new start-up companies, incubators and accelerators, and potentially expanded tech-transfer efforts. Additional programs are likely to emerge at the Jacksonville site that are informed by or adjacent to the initial themes of AI and data analytics, including cyber- and data-security, health sciences/life sciences, and advanced manufacturing.

The establishment of this site is consistent with UF’s mission as a land-grant institution to improve the lives of the state’s citizens and to spur economic growth and development. By bringing unique advanced educational degrees to Jacksonville, UF will grow the skilled talent pool, which will benefit the citizens and businesses in the city, the region and throughout the state.

**C. Provide a timetable of critical benchmarks that must be met for full implementation which can be used to monitor progress (planning, design,**

**funding, construction, etc.). The timetable should also include ensuring appropriate accreditation of the proposed educational site and any proposed programs requiring specialized accreditation, if required.**

Date	Benchmark
Spring 2023	Approximately \$185 million of funding secured
March 1, 2024	Term Sheet with JEA for Space (Appendix E)
March 4, 2024	Submission of Education Site Proposal to BOG for Approval
March 6-7, 2024	UF Board of Trustees (BOT) Approval of Educational Site
May 1, 2024	Off-Campus Instructional Site (OCIS) Prospectus Submitted to SACSCOC BOT for Approval
July 2024	Lease term begins
Fall 2024	Permanent site selected
Fall 2024	UF opens administrative offices in Jacksonville
Spring 2025	SACSCOC Site Visit of OCIS
August 2025	Begin offering for-credit degree programs (Fall 2025)
Spring 2025	Architectural design and permitting for permanent site
2027-2028	Substantial completion and initial occupancy of permanent site

## **II. Need and Demand Assessment**

- A. Provide a detailed assessment of unmet local student demand for access to academic programs in the vicinity of the proposed educational site. Complete Table 1 in Appendix A to enrollment projections for unduplicated student headcount and FTE by degree program and level.**

Opportunities in AI are most promising in the fields of finance, tech, healthcare, and law. A report from The BurningGlass Institute concludes that AI “will have the greatest impact on high-skilled, professional work—the kinds of roles that define the 21st-century knowledge economy and that have long been considered safe havens” from automation (report attached as Appendix B). This will make re-skilling and up-skilling more important than ever for workers, and forward-thinking businesses will incentivize training and education that equips workers to harness the potential of new technologies and integrate them into existing workflows.

UF is well-positioned to meet this challenge. Over 100 recent hires of AI-focused faculty will complement other AI-focused faculty who were already at UF. Together, they will offer world-class programs ranging from the fundamentals and application of AI to advanced AI technical coursework for students with strong analytic and computing backgrounds. We will introduce this programming at UF Jacksonville through existing degrees with newly designed concentrations in AI and Data Analytics and through entirely new degrees with AI and Data Analytics focus. The Jacksonville campus will be linked to HiPerGator, and students and faculty will have the opportunity to collaborate on research using digital twin technology applied to Jacksonville’s infrastructure and environmental challenges.

UF will also offer programming tailored to Jacksonville’s growing economy. The Florida Chamber Foundation has identified occupational areas suffering from a talent shortage in the city and region which includes architecture/engineering and healthcare. UF will

offer workforce-oriented graduate degrees targeting working professionals in these fields and will also offer programs to help develop Jacksonville's talent pipeline as it seeks to attract new business in high priority sectors ranging from finance, to advanced manufacturing, to precision medicine.

**B. Provide a detailed data-driven assessment that describes unmet local and regional workforce need for programs and services to be offered at the proposed educational site. In the appendices, provide letters of support from the local community and business interests.**

UF has been engaged with the Jacksonville civic, business, healthcare, and higher educational community regarding plans for UF Jacksonville since early in 2023. Beginning in October 2023, UF Vice President Kurt Dudas has focused on engagement with the Jacksonville business community. During the third quarter of 2023 and first quarter of 2024, UF held over 70 in-person meetings in Jacksonville with 40 distinct employers ranging from finance, to manufacturing, to healthcare, to transportation and logistics. These meetings and discussions were informed by: i) market research UF has conducted internally, ii) consulting firms UF has retained to advise on program gap-analysis (e.g., to contrast areas where academic programming is saturated versus where there is apparent need), and iii) multiple civic leaders and organizations in Jacksonville, who have been eager to help describe the nuances of the labor and employment landscape in Jacksonville.

We have attached materials prepared internally and externally to provide additional information and analysis that reinforces what UF learned from these discussions, included in Appendix C. At a high level, the key messages were not surprising: Jacksonville is a large, dynamic, and growing city that must adapt and integrate the trends affecting our broader society. In particular, our increasingly knowledge-based economy is being disrupted by rapid advances in technology. We have provided below a summary of what we believe are the most important conclusions with respect to each degree program. These materials were prepared by Huron Consulting Group, Kennedy & Co., and Hanover Research, as well as by internal UF resources with expertise in program assessment and market research. All of this was all done in conjunction with UF deans and faculty.

Overall, the research indicates the Jacksonville region has a large population of potential graduate learners (27.2% between the ages of 25 and 44, 21.9% with a bachelor's degree) and a population growing faster than the national average. Market analysis shows that Jacksonville is a growing hub for healthcare, technology, and business that will require additional educational capacity to meet student and employer demand for academic advancement and continued economic growth for the region.

Research on specific degree programs included:

Master of Science in Management (MSM) with Concentration in AI

- Research indicated that an MSM could be a flagship degree offering at UF Jacksonville as it would allow for significant customization and flexibility.



- The MSM curricular flexibility will provide students and employers with options with UF being ideally positioned to quickly adapt to employer needs by adding discipline or skill specific concentrations as needed.
- A review of similar multidisciplinary MSM programs across the United States demonstrated strong enrollment and high student satisfaction with their education.

#### Master of Business Administration (MBA) with Concentration in AI and Analytics

- Research determined that MBA experiential opportunities (immersion trips, industry experience, networking events, etc.) and an AI concentration would differentiate UF from MS programs.
- Research also indicated that the MBA is still the most mentioned degree/qualification in job postings in Jacksonville, and with 11.5 million data-related job openings projected by 2026, there should be high value in an MBA focused on AI expertise.

#### Master of Engineering Management with a Concentration in Data Analytics

- Research concluded that an engineering management program will address unmet student demand and employer need for data analytics and leadership skills in Jacksonville's rapidly growing technology sector.
- Research also indicated that UF was well-positioned to leverage industry partnerships to clearly align coursework, and offering data analytics and engineering management should provide differentiated coursework to meet evolving student and employer needs in the workforce.

#### Master of Science in Computer Science with a Concentration in AI and Cybersecurity

- Research found that demand for individuals with a computer science background is expected to increase over the next five years across several high-growth sectors in the Jacksonville region.
- We also believe we could further differentiate this offering in Jacksonville by capitalizing on other offerings in the UF Jacksonville portfolio, such as business, AI, and healthcare.
- Data suggest that computer scientists, data scientists, information security analysts, and software developers will be among the high-demand jobs in Jacksonville and in the region in the next 10 years. Internal UF analysis found high job postings in Jacksonville in this area.

#### Master of Science in AI in Biomedical and Health Sciences

- Research indicates that companies across the country have a growing interest in training and involving their workforce in AI, and that UF is optimally positioned to be an industry partner for the Jacksonville region.
- Internal UF analysis concluded that there is growing student and workforce demand for AI and machine learning in health sciences, and that few programs nationally directly address the need.

#### Master of Science in Genetic Counseling

- Internal UF market analysis found that popular and peer-reviewed literature suggest a large and growing unmet need for genetic counselors nationwide and

in Florida, especially for a program flexible enough to share coursework in potential related fields in AI, data analytics, and management.

#### Master of Health Administration for Executives

- Research suggests there is strong student demand and workforce demand for a MHA targeting executives and other more senior healthcare professionals in Jacksonville. Occupations associated with this field are forecasted to experience significant growth over the next 10 years.
- UF is well positioned to leverage regional partnerships within the healthcare industry and create a portfolio of MHA certificates, concentrations, specializations, or tracks that appeal to different market segments and that have the potential to connect to different programs within the UF portfolio.
- Internal UF analysis indicates that health care and social assistance are highly compensated and high-growth occupational fields in Jacksonville.

#### Master of Legal Studies

- Research suggests that student demand for general master's level law programs is strong across the nation and state and found that there was a significant need for legal training in compliance, and in adjacent fields that afford opportunity for potential expansion of this program.
- The state of Florida is among the top five states where compliance officers are in demand. UF could differentiate from other offerings by providing opportunities to gain experience with real-world employers through experiential learning opportunities and by creating flexible add-on credentials in areas such as compliance and data security.

We are attaching as Appendix D several letters of support we have received from civic organizations, educational institutions, and industry leaders from the City of Jacksonville.

### **III. Academic Programs and Courses**

- A. Provide a list of the degree programs, partial programs, or college credit certificates and courses to be offered at the proposed educational site by year five or the Final Year of implementation if different, using Table 1 in Appendix A. The proposed degree programs must be identified by six-digit CIP Code, by program title, and degree level.**

The programs to be offered initially include the following, and enrollments are listed in Table 1 in Appendix A.

#### Warrington College of Business

**MS in Management with a concentration in AI** (CIP 52.0201): existing degree with a new concentration.

**MBA in AI and Analytics** (CIP 52.0201): existing degree with a new concentration in AI and Analytics.

#### Herbert Wertheim College of Engineering

**MS in Engineering Management** (CIP 15.1501): new degree with concentrations Data Analytics and Smart Manufacturing.

**MS in Computer Science** (CIP 11.0101): existing degree with new concentrations in AI and Cybersecurity.

College of Medicine

**MS in AI in Biomedical and Health Sciences** (CIP 51.2706): new degree.

**Master of Physician Assistant Studies** (CIP 51.0912): existing degree.

**MS in Genetic Counseling** (CIP 51.1509): new degree.

College of Public Health and Health Professions

**Master of Health Administration for Executives** (CIP 51.0701): existing degree with a new focus on executive leadership.

Levin College of Law

**Master of Legal Studies** (CIP 22.0201): new degree.

College of Design, Construction and Planning

**Master of Architecture, MS in Architectural Studies** (CIP 04.0201): relocation of existing CityLab-Jacksonville program to UF Jacksonville site.

- B. Provide an explanation as to how the proposed degree programs and courses will be affiliated with similar programs offered on the central campus and/or other educational sites of the university. Will they be independent or an extension of existing programs? (Please see BOG regulation 8.011 (5))**

**Warrington College of Business**

MS in Management (52.0201) – new concentration in AI: This is a new concentration in an existing degree program that will be offered exclusively at UF Jacksonville. The program will share common core courses with the existing MS in Management (MSM) offered on the Gainesville campus. Students in the UF Jacksonville MSM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on AI applications in business in residence in Jacksonville. The program will leverage Warrington College of Business faculty in AI and Analytics and the HiPerGatorAI supercomputer located in Gainesville. The program is to be offered in working professional format through weeknight evening and weekend class meetings.

The MS in Management (AI concentration) is designed for working professionals in a variety of business functions (finance, accounting, marketing, HR, supply chain, business strategy, etc.) and does not require participants to have a technical background. The focus of the program is not on the technology itself, but on the use of the technology in business (to improve customer service, cost-effectiveness, logistics and supply chain, auditing, procurement, trading, decision-making and competitive advantage). The real gap for most companies is on the use of the technology to improve business operations, and this degree program is designed to educate professionals to fill

that gap. The majority of business functions will be transformed by AI and Analytics in the next few years, and the program will provide tools for business professionals to successfully manage their own careers and their organization's transformation. A key element of the program is experiential learning – working with companies in the Jacksonville area on AI and Analytics related projects.

MBA (52.0201) with a concentration in AI and Analytics: UF will offer the Professional MBA offered on weekends at the main campus in Gainesville at UF Jacksonville. The curriculum will be updated to (a) incorporate a course on AI and technology fundamentals in the core MBA curriculum, and (b) include a set of elective courses that focus on the application of AI in the functional areas of business (marketing, auditing, finance, supply chain etc.). Students in the UF Jacksonville MBA program will complete core coursework in residence in Jacksonville. Elective coursework may be completed through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online). The program will leverage Warrington College of Business faculty expertise in AI and Analytics and the HiperGatorAI supercomputer resource located in Gainesville. A distinctive feature of the program will be tight integration with companies in Jacksonville through company projects, sponsored research, industry speakers and live case studies. The program will be offered in working professional format through weeknight evening and weekend class meetings.

### **Herbert Wertheim College of Engineering**

MS in Engineering Management (15.1501): The combination of an MS in EM (MSEM) with concentration in Data Analytics (DA) will be offered exclusively at UF Jacksonville. The program will share common core courses with the existing MS in Industrial and Systems Engineering (MSISE) with a concentration in DA. Students in the UF Jacksonville MSEM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on DA in-residence in Jacksonville. The program will have in-residence faculty members in Jacksonville along with leveraging HWCOE's faculty in DA and located in Gainesville. The program will be offered in working professional format through weekend class meetings and potential hybrid format. The ISE faculty has decades of experience delivering professional graduate programs in this format as demonstrated by the department's signature graduate professional degree Operations Engineering Management (OEM).

The MSEM (DA concentration) is designed for working professionals in a variety of business functions (finance, healthcare, bioinformatics, supply chain, business strategy, manufacturing operations, to name a few). This degree program is designed to educate professionals to strategically analyze data and make decisions about information, thus providing the tools necessary to steer organizations towards transformational goals. The program will provide instruction on the analysis of data with varied levels of uncertainty to assist decision making in a wide variety of environments (i.e., service to production to high-risk management investment). An area that provides corporate advantage, and that there is scarcity of high-level skill training, is that of data analysis and identification of risk while identifying effective paths towards advantageous decision making. This program will provide the technical skills required to quantitatively assess the overall state of systems to establish calculated strategies towards the particular business sector

goals. A key element of the program is experiential learning – working with companies in the Jacksonville area on DA related projects.

The MSEM (Smart Manufacturing (SM) concentration) is a new concentration customized for the Jacksonville campus. This degree program is designed to educate professionals to design and implement SM strategies towards digitization of infrastructure, construction, and manufacturing settings. The plan is to offer the MSEM with concentration in SM one year after the launching of the MSEM with concentration in DA. The MSEM with concentration in Smart Manufacturing will share common core courses with the existing MS in Industrial and Systems Engineering (MSISE) offered on the Gainesville campus. Students in the UF Jacksonville MSEM program will complete these core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on SM in residence in Jacksonville.

The MS in Engineering Management (SM concentration) will teach students to leverage data and automation to improve processes while optimizing quality. This program will highlight blending advanced manufacturing (i.e., 3D printing), Internet of Things (IoT), Industry 4.0 methods (i.e., AI, Machine Learning, Cloud Computing, Digital Twins, to name a few), and Manufacturing Systems (i.e., circular economy, life-cycle-assessment, etc.) and their integration in various corporate sectors. A key element of the program is experiential learning – collaborating with companies in the Jacksonville area on SM related projects.

MS in Computer Science (11.0101) – Concentrations in AI and Cybersecurity:

This is an existing degree program (Computer Science) together with two new concentrations (AI and Cybersecurity) that will be offered exclusively at UF Jacksonville. These programs will share common core courses with the existing MS in Computer Science offered on the Gainesville campus. Students in Jacksonville will complete the core courses in Jacksonville through one of several options (in residence with faculty on site, via synchronous hybrid participation in courses offered from Gainesville, or online) and will complete elective courses focused on Artificial Intelligence or Cybersecurity (depending on their chosen concentration) in residence at Jacksonville. The program will have in-residence faculty members in Jacksonville and leverage the Herbert Wertheim College of Engineering's faculty in Computer Science located in Gainesville. The program will be offered in working professional format through weeknight evening, weekend class meetings, and hybrid format.

The MS in Computer Science (AI and Cybersecurity concentrations) is designed for working IT and Computer Science professionals in a variety of business functions (finance, healthcare, bioinformatics, information security, system administration, and others). The AI concentration provides instruction on the design and use of AI solutions employing state-of-the-art techniques and tools. This program will provide the technical skills necessary to identify opportunities for application of AI to a variety of business goals and processes. The Cybersecurity concentration provides instruction on ensuring the confidentiality, integrity, and availability of data and computational resources. The program will provide students with the technical and analytic skills necessary to evaluate existing security practices, design secure systems, and respond to security breaches and incidents. The degrees are designed to educate professionals to apply their skills in

the workplace to improve corporate processes, decision making, and security. A key element of the program is experiential learning – working with companies in the Jacksonville area on AI and Cybersecurity related projects.

### **College of Medicine**

MS in AI in Biomedical and Health Sciences (AIBHS) (51.2706): new degree program proposal in development. Courses are to be offered in hybrid modalities – face to face and synchronous online – on both campuses, in the classrooms and on clinical sites for immersive experiential learning. We also plan to offer online courses with asynchronous lectures and synchronous discussion. Faculty from both Gainesville and Jacksonville clinical sites will teach courses.

AIBHS is committed to equipping students with the knowledge, skills and tools needed to leverage AI's potential in translational biomedical applications and clinical care, including diagnostics, therapeutics, personalized medicine, and healthcare management. Students will learn to design and implement trustworthy AI architectures in diverse domains such as generative AI, large language models, electronic health record, wearable devices, and medical imaging. Additionally, they will integrate diverse types of data to advance clinical research and improve clinical decision-making.

AIBHS is designed for those who want to learn how to navigate the intersection of AI, translational biomedical sciences, and clinical practice. We expect AIBHS to appeal to different types of students: students with various undergraduate degrees seeking further expertise in biomedical AI; graduate students pursuing other degrees, whether these be medical degree or other health professional degrees or computational degrees; healthcare professionals seeking to enhance their knowledge of AI for clinical practice, administration or research; professionals with computational backgrounds seeking to understand how to leverage AI in health domains; etc.

Master of Physician Assistant (PA) Studies (51.0912): This program will be embedded within the existing program in Gainesville (to capitalize on the ease of accreditation for a distant site) and will mirror the educational offerings of the main campus program. The Jacksonville program will provide educational content, educational delivery, student services, equipment and classroom supplies, and educational technology that are equivalent to the program in Gainesville (to satisfy accreditation mandates). Students will apply to the Jacksonville program, be admitted to that program, and will complete all their coursework in Jacksonville. The program will be administered by the Jacksonville Program Director, who will report to the Dean of the College of Medicine. The proposal to establish the PA Program in Jacksonville responds to the critical need for expanding access to high-quality healthcare education and training in Northeast Florida. The program will take advantage of the excellent teaching facilities in the College of Medicine campus in Jacksonville. If needed, any rotating students will have access to the dormitories, which will help offset the higher cost of living in Jacksonville as compared to Gainesville. By leveraging Jacksonville's robust healthcare infrastructure and diverse patient populations, the new school will provide exceptional learning opportunities for students and provide a remedy to the critical shortage of healthcare providers in the region.

MS in Genetic Counseling (51.1509): This new degree program will be offered at UF Jacksonville to produce genetic counselors. Genetic counselors have advanced training

in medical genetics and counseling to guide and support patients seeking more information about how inherited diseases and conditions might affect them or their families, and to interpret genetic test results based on personal and family history.

Genetic counseling represents one of the fastest-growing professions in the U.S. With the rapid decrease in the cost of DNA sequencing, the major technology for genetic testing, genomic medicine will become increasingly “mainstream,” requiring non-genetics physicians to order and interpret genomic information regarding disease etiology or risk in their patients without formal consultation with genetics physicians who are in very short supply in the United States. This will substantially increase the need for genetic counselors as partners to non-genetic physicians involved in precision medicine and genomics. Training a much larger number of master’s degree genetic counselors is the key to full implementation of genomics and precision medicine over the next decade.

### **College of Public Health and Health Professions (PHHP)**

**Master of Health Administration (MHA) for Executives (CIP 51.0701)**: This is a new offering of the MHA with a focus on professionals with demonstrated experience in healthcare organizations. The concentration will be offered exclusively at UF Jacksonville and will allow students to develop a focus on a particular aspect of healthcare management such as finance, policy, and quality. The program will share common courses with the MHA in Gainesville but will adjust specific requirements to account for work experience, which will allow for a reduction in credits needed for the degree. Unlike the MHA in Gainesville, students in the UF Jacksonville MHA program will not work in a strict cohort model. This will give them options both in terms of timing (full time, part time, variable) and will allow for a mix of in-person and on-line programming and the use of both semester-long courses and shorter intensive courses. The majority of the program will be offered in working-professional format through weeknight evening and weekend class meetings. This program will have fewer requirements and more electives that are expected to be grouped into themes or concentrations. The program will leverage PHHP’s strong connections with the diverse Jacksonville healthcare organizations. The program will leverage PHHP’s faculty who specialize in management as well as our strong network of alumni who are thought leaders and available as co-instructors and career advisors.

The MHA is designed for working professionals in a variety of healthcare functions including finance, quality, human resources (HR) and advanced clinical roles such as team leaders. As such, it does not require participants to have a technical management background but will require participants to have experience in the sector. The focus of the program is to help participants develop skills that will allow them to move into organizational leadership positions. The real gap for most healthcare organizations is the development of a workforce that understands both the clinical audience that they serve and that has the technical leadership skills necessary to manage the company or a department or sector. This degree program is designed to fill that gap. A key element of the program is to build on experiential learning – collaborating with participants’ current employers and other companies in the Jacksonville area.

### **Levin College of Law**

**Master in the Study of Law (MSL) (22.0201)**: designed for working professionals who do not have a JD (or equivalent non-US law degree) but who regularly must engage or

comply with legal requirements and regulations. The degree specializations will draw on subject-matter expertise of law school faculty. The MSL specialization in Financial and Tax Compliance is aimed at enhancing the education and opportunities of professionals who work in global corporate enterprise or in banking, insurance, or other financial intermediaries. The specialization in Healthcare Compliance and Fiduciary Obligations fills an educational need for professionals who work with the legal rules applicable to healthcare or eldercare organizations or to public or professional guardians. Finally, the specialization in Tax, Financial Services, and Estate Planning is aimed at professionals who provide tax, financial, and estate planning services but who do not have law degrees.

### **College of Design, Construction and Planning**

Master of Architecture, MS in Architectural Studies (CIP 04.0201): This program is to be relocated from its current CityLab Jacksonville site to this new site. CityLab Jacksonville opened in 2022 with approximately 10 students and continues to show demand for the program with increased enrollments.

- C. Provide an assessment, supported with data, that justifies any duplication of degree programs and services that might already be provided by an existing state university or Florida College System campus in the vicinity of the proposed educational site. Describe any discussions that have taken place with affected colleges and universities and provide letters of support or letters of concern in the appendices.**

UF has had extensive discussions with several of the higher educational institutions in Jacksonville including University of North Florida (UNF), Jacksonville University, and Florida State College of Jacksonville (FSCJ). Letters of support are provided in Appendix D. These discussions have focused on two areas: first, ensuring the academic programming is complementary and meets student demand for coursework. Second, exploring areas of potential collaboration between and among higher educational institutions. UF's proposed academic programs include several new concentrations within existing degree programs. This is, in part, an effort to avoid duplicating existing academic programming currently available at UF in Gainesville, or available from other schools in Jacksonville.

Efforts regarding potential collaboration are well underway with multiple other educational institutions. The presidents of UF and UNF have created a joint committee including leadership of both institutions (four people from each university) in order to identify high-value areas of potential collaboration. It is premature to identify exact projects at this stage, but important areas of potential collaboration include: shared use of research and/or instructional facilities; identifying pathways to admission from other educational institutions into UF programs, especially those being introduced in Jacksonville; dual certificate or degree programs, where students can earn credit at multiple institutions toward degrees or certificates; and collaboration on research efforts.

### **Warrington College of Business**

MS in Management (52.0201) new concentration in AI: The only institution in the vicinity that offers a MS in Management under the same classification of instructional programs (CIP) code is UNF. UF's proposed degree is distinctly different from UNF's degree. It



contains a significant emphasis in AI and Analytics and requires AI specific experiential learning where students work with companies to apply academic concepts. UF Jacksonville's urban and downtown location allows for a differentiated learning environment relative to UNF's traditional campus-based learning environment at UNF's southside location. The urban location enables the degree to target working professionals, allows for increased interaction with corporate partners, and provides proximity to applied learning opportunities and collaboration with partners in the downtown business community. UF Jacksonville will serve as an additional option to meet the growing demand for graduates looking to understand AI's impact on organizations and their rapid transformation. The capacity to meet the demand for these skills and talent is unmet in the current degree and educational environment in the Jacksonville area. UF has unparalleled faculty expertise in AI and Analytics and the unique HiPerGatorAI supercomputer resource. UF can offer an AI focused MS in Management program that few other universities can. The UF Jacksonville location will enable the Warrington College of Business to extend UF's significant strengths in AI to the Jacksonville market and make Jacksonville a world-class hub for AI related business programs and research. It also presents opportunities for future collaboration with other universities in the region to share that expertise. Given these differences, we do not expect that an MSM with the AI concentration will affect other general business MSM programs offered by other universities in the area.

MBA in AI and Analytics (52.0201): UF's existing Professional MBA Two-Year degree program would include additional AI coursework. UNF and Jacksonville University (JU) both offer MBA programs. These differ from the UF program in that they require 36 credit hours to complete whereas UF requires 48 and there is not a concentration in AI. Students in the relocated UF MBA program will complete their coursework primarily at the urban, downtown Jacksonville location in a cohort model covering the MBA core. Students may then choose a variety of options to complete the electives in AI or other topics depending on their professional goals. UF has unparalleled faculty expertise in AI and Analytics and the unique HiPerGatorAI supercomputer resource. UF can offer an AI focused MBA program that few other universities can. The UF Jacksonville location will enable the Warrington College of Business to extend UF's significant strengths in AI to the Jacksonville market and make Jacksonville a world-class hub for AI related business programs and research. It also presents opportunities for future collaboration with other universities in the region to share that expertise.

### **Herbert Wertheim College of Engineering**

MS in Engineering Management (15.1501): The closest institution that offers graduate engineering is UNF. However, UNF does not offer graduate programs in Industry Engineering, which is the program proposing the MS in Engineering Management with two concentrations being deployed sequentially. The closest graduate program that UNF offers is an MS degree in Logistics and Supply Chain management which is being hosted by the College of Business. Note that the differences between a program designed in the College of Business and College of Engineering are significant, mitigating any concerns regarding competing programs. For example, the business graduate degree by UNF does not have any engineering component, does not offer any concentrations, and does not focus on data analytics or smart manufacturing. The MS in Engineering Management combines management and engineering, consisting of a seven-course core and concentrations in data analytics and smart manufacturing. While the core is a mixture of management and engineering course and covers management

from an engineering perspective and the concentrations allow students to specialize in a technical field of their choice.

**MS in Computer Science (11.0101) with new concentrations in AI and Cybersecurity:**

The only institution in the vicinity that offers the MS in Computer Science under the same CIP code is UNF which offers a Computer Science MS degree program with concentrations in Data Science and Cybersecurity. The UNF concentration in Data Science primarily addresses the extraction, curating, and analysis of data to provide valuable actionable insights. The program we propose in AI is aimed at giving students the tools and techniques necessary to effectively deploy systems that can reason, learn, gaining more knowledge over time to solve problems using natural language, graphical, and other inputs. The UNF concentration in Cybersecurity prepares the student with knowledge that helps them develop an understanding of internet and local network security and the methods necessary to the development of secure software. The program we propose is aimed at providing students with a broad understanding of all elements of enterprise security, comprehensive vulnerability and risk assessment, and proper responses to incidents and breaches. Both UF degree program concentrations are aimed at experiential learning and will draw on and enhance professional students' experiences and expertise.

**College of Medicine**

**MS in AI in Biomedical and Health Sciences (CIP 51.2706):** The three programs in the SUS with CIP code 51.2706 substantially differ from the one proposed here. Florida International University's (FIU) M.S. in Health Informatics and Analytics and University of South Florida's (USF) M.S. in Health Informatics are entirely online, and UNF's M.S. in Health Informatics has limited in person offerings. AIBHS, in contrast, offers a full in-person option as well as a hybrid option, ensuring that students have substantive real time interactions with their learning community. Second, these programs do not include robust AI training as part of their curriculum, while AIBHS is an AI program involving in-depth training in AI and its applications to translational biomedical research and clinical contexts. Third, experiential interdisciplinary learning is critical to AIBHS' pedagogy; indeed, AIBHS dedicates a significant portion of its curriculum to hands-on learning through its technical AI and clinical AI design studios. Fourth, the three other programs are geared towards training students in using informatics for healthcare management (indeed FIU's is offered through its business school). AIBHS graduates will receive training in healthcare management, delivery, and processes, but the focus of the program is to enable students to use all AI techniques and tools to improve patient care and outcomes, to advance translational biomedical research and precision medicine, and to have a direct impact on clinical practice.

**Master of Physician Assistant (PA) Studies (CIP 51.0912):** UF is the closest program to the Jacksonville area. In Florida, employment in the healthcare sector is keeping pace with the nation. Specifically in the Jacksonville area, where the average job availability for an area of its size is around 739, there are over 1,000 available jobs in the healthcare sector. This abundance of job opportunities suggests a strong demand for healthcare professionals, including physician assistants. However, it also underscores a gap in the market, as the demand for PAs exceeds the current supply.

Additionally, the data from the University of Florida's PA program acceptance rates over the past three years underscores the high demand for PA education. Despite receiving a substantial number of applications, with the number of completed applications ranging from 1,209 to 1,417 annually, the program only accepts a limited number of students, typically around 60 per cohort. This indicates a robust interest among students in pursuing careers as physician assistants.

With acceptance rates ranging from 4.2% to 4.8%, it is evident that there is substantial demand for PA programs. Establishing a new PA program in Jacksonville would not only meet this demand but also contribute significantly to addressing the shortage of healthcare providers in the region.

MS in Genetic Counseling (CIP 51.1509): There is only one MS in Genetic Counseling in the State of Florida located at the USF in Tampa and it only accepts 4 students per year. Other large U.S. states have 3-6 MS programs in genetic counseling (e.g., NY = 6; CA = 5; TX = 3; PA = 3; OH = 3), with larger programs training 20-25 students per year. There is also only 1 MS in Genetic Counseling program in Georgia and 1 in Alabama. Therefore, Florida and the southeastern US are underrepresented in training these critical healthcare professionals.

### **College of Public Health and Health Professions (PHHP)**

Master of Health Administration for Executives (CIP 51.0701) – There is no institution in the area that specifically focuses on healthcare administration for executives or people with significant healthcare leadership experience. The only institution in the vicinity that offers an MHA under the same CIP code is the UNF. UF's proposed degree is distinctly different from UNF's degree. The UF degree will specifically focus on leaders and includes an emphasis on continuing education, emphasizes innovative topics and skills, and will provide immediate application of concepts into the students' workplaces. The program will also leverage the diverse healthcare ecosystem in Jacksonville that includes several healthcare systems, satellite units from other locations (e.g., Mayo Jacksonville and MD Anderson Jacksonville) as well as specialty providers (e.g., Brooks rehab and Nemours children's hospital). The urban location enables the degree to target working professionals, allows for increased interaction with corporate partners, and provides proximity to applied learning opportunities and collaboration with partners in the downtown business community. UF Jacksonville will serve as an additional option to meet the growing demand for graduates looking to understand AI's impact on organizations and their rapid transformation. The capacity to meet the demand for these advanced skills and focus is unmet in the current degree and educational environment in the Jacksonville area. UF has unparalleled faculty expertise in healthcare leadership and management. UF has the ability to offer an MHA focused on executive leadership and continuing education that few other universities can. The UF Jacksonville location will enable the PHHP to extend UF's significant strengths in healthcare leadership development to the Jacksonville market and help make Jacksonville a hub for cutting-edge healthcare services. It also presents opportunities for future collaboration with other universities and healthcare systems in the region to share that expertise. Given these differences, we do not expect that an MHA focused on executive education and continuing skill development will adversely affect other general MHA programs offered by other universities in the area.

### **Levin College of Law**

Master in the Study of Law (MSL) (22.0201): Florida State University (FSU) offers a number of online-only Juris Master programs, which have the same CIP code. UF's proposed degree will offer in-person opportunities for students to engage with faculty at UF Jacksonville's location through a residential component required within each specialization. Also, none of FSU's MSL specializations have a tax or estate planning focus, although several do focus on financial compliance. UF Law has unsurpassed faculty expertise in the areas of tax, finance, and estate planning. UF Law's tax specialty is first among public institutions and second among all institutions. The MSL will be complementary to the degrees proposed by Warrington College of Business and Herbert Wertheim College of Engineering, thereby affording the potential for cross-collaboration among faculty and students.

### **College of Design, Construction and Planning**

This degree program already exists in Jacksonville and will be relocated from its existing site to the UF Jacksonville location.

## **IV. Administration and Student Support Services**

### **A. Describe the administrative structure of the proposed educational site and how it will relate to the central administration of the university. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.**

The educational programs are prescribed, directed, and managed by the deans of the colleges offering degree programs. As is typical, each program will be managed by a program director, which will be an employee of and supervised by the relevant College. A single director may support more than one program. These program directors will receive additional support from the director of UF Jacksonville, who will report to the UF main campus administration. The director will be supported in their work by other administrators who will address physical plant and facility's needs, HR, finance, and student support services.

### **B. Describe how the proposed site will provide student services, either onsite or online from the central university campus.**

The graduate and professional students at UF Jacksonville will access central university campus resources either online or through staff designated by the on-site director of administrative support personnel. UF Jacksonville student services are comparable to those of resident students on the Gainesville campus and include the following:

- Eligibility for financial aid and financial aid advising are provided online through the UF [Office of Student Financial Aid and Scholarships](#).
- Student complaints and concerns are managed online through the university [Office of the Ombuds](#).
- Computer technical and software support is managed online or via telephone through the [UF Computing Help Desk](#).
- Career service is provided online or via telephone through the [Career Connections Center](#). We anticipate introducing career services resources based in and dedicated to Jacksonville and have reflected this in the budget forecast.
- Counseling and wellness services will be provided through the [Counseling and Wellness Center](#) on UF's main campus and via tele-health through local community providers.

- UF's [Campus Assistance & Resources for Empowerment \(CARE\)](#) is available online for UF Jacksonville students.
- In accordance with the Americans with Disabilities Act (ADA) and the Rehabilitation Act of 1973, Section 504, UF Jacksonville will provide disability services to students engaged in coursework either online or in-person. UF's [Disability Resource Center \(DRC\)](#) on main campus in Gainesville will provide virtual services to students as needed utilizing current operational systems. As the UF Jacksonville student population grows, we will add Jacksonville-based administrative resources to campus as appropriate.
- As the UF Jacksonville student population grows, we will add additional Jacksonville-based administrative resources to the campus.

**C. Provide a plan to provide library services and other instructional resources that will support the proposed programs. Include any necessary funding in the financial plan outlined in Table 2 of Appendix A.**

Library services and other instructional resources supporting the proposed programs will be available to UF Jacksonville students online and they will have the same access as the Gainesville students. UF Libraries hold membership in several consortia, and in institutions such as the Center for Research Libraries, ensuring access to materials not held locally. "UBorrow" service allows UF patrons to easily borrow materials from any other Florida state university or college library. Interlibrary Loan requests are fulfilled at no cost to the library patron and are available to all UF faculty, students, and staff on or off campus.

Specialized business and data analytics databases including ACM Digital Library, Bloomberg, Compustat, CRSP, IEE Explore, Refintiv Workspace, Web of Science, WRDS, and many others are available 24/7 to UF students, faculty, and staff on and off campus.

**V. Budget and Facilities**

**A. Provide a projected operational budget using Table 2 in Appendix A that includes revenues and expenses out to year five, or the final year of implementation if different. Provide a narrative that explains the cost assumptions reflected in Table 2. Include the operational costs on the proposal cover page.**

A projected operational budget is reflected in Table 2 of Appendix A. This includes revenues and expenses for each program within each College using a similar budget process followed for programming in Gainesville, including allocation of facilities and administrative costs to each program. We have also included in the budget expenses associated with resources dedicated to UF Jacksonville.

UF Jacksonville is designed to be a site offering advanced graduate and professional degree programs, many of which will incorporate the latest technological advances in AI and related subjects. UF does not intend to request recurring funding from the State of Florida to support the academic programming for degrees offered at this site.

Consequently, the programming offered at UF Jacksonville needs to be a financially self-sustaining enterprise.

To achieve this goal without recurring state subsidy, UF Jacksonville graduate and professional degrees must be priced at market rate, and this site proposal has been developed based on that tuition policy. The budget attached as Appendix A reflects a preliminary estimate of market rate tuition for each degree program. Prior to finalizing tuition for these programs, the market rate tuition for each degree will be thoroughly researched through:

- Additional internal and external market analysis
- National and State of Florida benchmarking of peer programs
- Surveys of the needs and concerns of Jacksonville and State of Florida industry and other employers

In setting market rate tuition for each degree, UF will adhere to the market rate tuition policy outlined in BOG regulations and coordinate closely with BOG staff as appropriate.

Program costs are driven primarily by compensation and employee benefits of faculty and staff assigned to each program, and by allocation of administrative, real estate, and additional central expenses to each program, in accordance with existing budget processes. Additional costs including marketing, travel, events, and central supplies.

Central costs are driven primarily by compensation and employee benefits of dedicated UF Jacksonville staff and by real estate related costs. Additionally, preparatory activities such as hiring faculty and preparing the site for enrollments will start prior to degree offerings in Fall 2025 but will be paid for centrally to ensure the facilities and operations of the campus are established prior to student enrollment.

Overall, UF Jacksonville is projected to operate at a gain beginning in its fourth year of operations. This includes an allocation of central operating and administrative costs to support its use of main campus operations and administration.

**B. Use Table 3 in Appendix A, to identify each facility or facilities required to establish the proposed educational site, and any additional facilities that will be required once the site has reached its expected size and enrollments. Include capital facility costs on the proposal cover page.**

The temporary space UF is renting from JEA, detailed further below, will accommodate the initial launch for each of the programs. The building opened for occupancy in April of 2023 and includes a mix of space including dedicated desk space for students, dedicated office space for faculty and staff, classroom space, conference rooms, and ample space for flexible, group-based collaborative work. We anticipate occupying this location for up to five years as new facilities are under construction, and with over 10,000 square feet of space we expect this will be sufficient to accommodate projected enrollments for all programs and potential new programs to be added.

UF is evaluating sites in downtown Jacksonville as permanent sites for build-out of permanent facilities. All the sites are close to the temporary space, and we expect to select a permanent location by Fall 2024.

- C. Describe ownership of the new location and provide documentation of ownership or lease agreements, to include any special clauses, easements, or deed restrictions. If the property is a gift, provide the gift agreement. Please provide information on the type of ownership if the site is leased or owned (if leased please provide information on the duration of the lease and the entity that owns the lease). If the site is joint-use please provide the name of the other entity in the joint agreement as well as the total number of students this site will serve from year 1 through year 5.**

Facilities will be subleased from JEA, at JEA headquarters located at 225 N Pearl St, Jacksonville, FL 32202. We anticipate use of the site growing to over 500 students over the period of the sublease. Many of these students will be in part-time programming in the evenings and weekends, but the sublease provides access to a dedicated floor in JEA's building, which will help to ensure a secure environment conducive to the collaborative programming UF will be offering (all employees, students, and faculty are required to use ID badges to enter the building, which has 24/7 security). UF will initially occupy only a portion of the floor but has the ability to build out to over 10,000 square feet of space, allowing for flexible expansion based on program growth. There is access to secure, structured parking on site, and there are multiple public parking garages nearby as well. The location is very central in downtown Jacksonville, which will make the site accessible to the ultimate permanent location for the campus, allowing a period of overlap when both locations may be in use.

- D. Are the facilities owned or leased by the University?**

Owned       Leased

## **VI. Addendum for International Campuses and Special Purpose Centers**

**If the proposed site is international, include a copy of any MOU or other agreements related to the site as an appendix**

**(X) The University certifies that all requirements of BOG Regulation 8.009(3)(f) have been met.**

List of Appendices

Appendix A – Tables 1-4

Appendix B – Buring Glass Report

Appendix C – External Research Reports

Appendix D – Letters of Support

Appendix E – Term Sheet: 225 N Pearl St, Jacksonville, FL 32202



**APPENDIX A**  
**TABLE 1**  
**DEGREE PROGRAMS PLANNED AND PROJECTED ENROLLMENTS**  
**(Annual Unduplicated Headcount and FTE)**

CIP Code	Degree Program Title	Degree Level	Year 1		Year 2		Year 3		Year 4		Year 5	
			Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
xxxx	xxxxxxxxxx	B	0	0	0	0	0	0	0	0	0	0
<b>TOTAL BACCALAUREATE</b>			0	0	0	0	0	0	0	0	0	0

CIP Code	Degree Program Title	Degree Level	Year 1		Year 2		Year 3		Year 4		Year 5	
			Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE	Headcount	FTE
52.0201	MS in Management	M	25	25	35	35	45	45	55	55	65	65
52.0201	MBA	M	25	18.75	60	45	80	60	100	75	120	90
15.1501	MS in Engineering Management	M	15	7.5	45	22.5	70	35	95	47.5	115	57.5
11.0101	MS in Computer Science	M	100	50	150	75	200	100	250	125	300	150
52.0101	MS in AI in Biomedical and Health Sciences	M	20	10	40	20	60	30	80	40	100	50
51.0912	Master of Physician Assistant Studies	M	0	0	20	20	40	40	60	60	60	60
51.1509	MS in Genetic Counseling	M	0	0	0	0	6	6	8	8	12	12
51.0701	MHA for Executives	M	30	15	60	30	70	35	80	40	90	45
22.0201	Master of Study of Law	M	17	8.5	32	16	48	24	65	32.5	80	40
04.0201	MArch, MS in Architectural Studies	M	21	15.75	23	17.25	25	18.75	27	20.25	29	21.75
<b>TOTAL MASTER'S</b>			253	150.5	465	280.75	644	393.75	820	503.25	971	591.25

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

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**APPENDIX A**

**TABLE 2  
ANTICIPATED FACULTY PARTICIPATION**

Faculty Code	Faculty Name or "New Hire" Highest Degree Held Academic Discipline or Speciality	Rank	Contract Status	Primary Degree Program Assignment	Initial Date for Participation in Program	Mos. Contract Year 1	FTE Year 1	% Effort for Prg. Year 1	PY Year 1	Mos. Contract Year 2	FTE Year 2	% Effort for Prg. Year 2	PY Year 2	Mos. Contract Year 3	FTE Year 3	% Effort for Prg. Year 3	PY Year 3	Mos. Contract Year 4	FTE Year 4	% Effort for Prg. Year 4	PY Year 4	Mos. Contract Year 5	FTE Year 5	% Effort for Prg. Year 5	PY Year 5
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Accounting	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Information Systems & Operations Mgmt	Clinical Asst Prof	Non Tenure	MS Management	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Accounting	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Management	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	New Hire, PhD/DBA Finance	Clinical Asst Prof	Non Tenure	MBA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
A	Jorge Sefair, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50	9	0.75	16.67	12.50
A	Hongcheng Liu, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Leo Amini, Ph.D. Engineering	Assoc. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Xiang Zhong, Ph.D. Engineering	Assoc. Prof.	Tenure	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Xiaochen Xian Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38	9	0.75	12.50	9.38
A	Serdar Kirlı Engineering	Inst. Prof.	Non-tenure	MS Eng Mgmt	Fall 2026	12	1.00	10.00	10.00	12	1.00	10.00	10.00	12	1.00	10.00	10.00	12	1.00	15.00	15.00	12	1.00	15.00	15.00
C	New Hire, Ph.D. Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	24.00	18.00	9	0.75	24.00	18.00	9	0.75	30.00	22.50	9	0.75	30.00	22.50
C	New Hire, Ph.D. Engineering	Assist. Prof.	Tenure Track	MS Eng Mgmt	Fall 2026	9	0.75	12.50	9.38	9	0.75	24.00	18.00	9	0.75	24.00	18.00	9	0.75	30.00	22.50	9	0.75	30.00	22.50
A	New Hire, PhD/DBA Finance	Clinical Asst Prof	Non Tenure	MS Eng Mgmt	Fall 2026	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00
A	New Hire, PhD/DBA Business Administration	Clinical Asst Prof	Non Tenure	MS Eng Mgmt	Fall 2026	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00
C	TBD, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2025	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBD, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2025	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TDB, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Spring 2026	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, Ph.D. Academic Discipline	Prof	Tenure	MS Computer Science	Spring 2026	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2026	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, Ph.D. Computer Science	Prof	Tenure	MS Computer Science	Fall 2026	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00

C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Spring 2027	0	0.00	0.00	0.00	5	0.42	100.00	41.67	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
C	TBA, PhD. Computer Science	Prof	Tenure	MS Computer Science	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00
A	Benjamin Shickel, PhD Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	9.74	9.74	12	1.00	7.83	7.83	12	1.00	7.83	7.83	12	1.00	7.83	7.83	12	1.00	7.83	7.83
A	Zhenhong Hu, Ph.D. Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	5.56	5.56	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72
A	Damon Lamb, PhD Psychiatry	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	5.56	5.56	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72	12	1.00	4.72	4.72
A	Tezcan Baslant, PhD Medicine	Res Asst Prof	Non-tenure	MS AIBHS	Fall 2024	12	1.00	8.11	8.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11	12	1.00	6.11	6.11
A	Wei Shao, PhD Medicine	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	10.06	10.06	12	1.00	6.72	6.72	12	1.00	6.72	6.72	12	1.00	6.72	6.72	12	1.00	6.72	6.72
A	Pinaki Sarder, PhD Medicine	Assoc. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	4.72	4.72	12	1.00	6.11	6.11	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Reza Forghani, MD PhD Radiology	Prof	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Alex Parker, PhD Research Affairs/Jax	Prof	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Jie Xu, PhD informatics	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	10.00	10.00	12	1.00	8.89	8.89	12	1.00	8.89	8.89	12	1.00	8.89	8.89	12	1.00	8.89	8.89
A	Barbara Evans, JD PhD Law	Prof.	Tenure	MS AIBHS	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	4.17	3.13	9	0.75	4.17	3.13	9	0.75	4.17	3.13
E	Elizabeth Palmer, PhD Office of Research	Lecturer	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	4.00	4.00	12	1.00	3.44	3.44	12	1.00	3.44	3.44	12	1.00	3.44	3.44
A	Joshua Wong, MD Neurology	Asst. Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	2.89	2.89	12	1.00	3.28	3.28	12	1.00	3.00	3.00	12	1.00	3.00	3.00	12	1.00	3.00	3.00
A	Patrick Tighe, MD MS Anesthesiology	Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	0.00	0.00	12	1.00	4.56	4.56	12	1.00	3.44	3.44	12	1.00	3.44	3.44	12	1.00	3.44	3.44
A	Tyler Loftus, MD Surgery	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.22	1.22	12	1.00	5.94	5.94	12	1.00	5.11	5.11	12	1.00	5.11	5.11	12	1.00	5.11	5.11
A	Samir Shah, MD MPH Surgery	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Eric Wang, PhD Microbiology	Assoc. Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Francois Modave, PhD Anesthesiology	Prof.	Tenure	MS AIBHS	Fall 2025	12	1.00	3.33	3.33	12	1.00	3.33	3.33	12	1.00	2.78	2.78	12	1.00	2.78	2.78	12	1.00	2.78	2.78
A	Dominick Lemas, PhD informatics	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Yuanfang Ren, PhD Medicine	Asst. Prof.	Non-tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Ruogu Fang, PhD Biomedical Engineering	Assoc. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Massoud Rouhizade, PhD Policy	Asst. Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	6.67	6.67	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83	12	1.00	5.83	5.83
A	Mohammad Al-Ani, MD Medicine	Clinical Asst. Prof.	Non-tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Brandon Zielinski, MD Pediatrics	Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
A	Faheem Guirgis, MD Emergency Medicine	Prof.	Tenure	MS AIBHS	Fall 2024	12	1.00	1.94	1.94	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67	12	1.00	1.67	1.67
C	TBD, MPAS, PA-C Physician Assistant Studies	Professor	Non-tenure	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00
C	TBD - Faculty, MD Medicine	Asst. Prof.	Non-tenure	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	25.00	25.00	12	1.00	25.00	25.00	12	1.00	25.00	25.00
C	TBD, MPAS, PA-C	Asst. Prof.	Non-	MPAS	Fall 2027	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00

	Physician Assistant Studies		tenure																							
C	TBD, MPAS, PA-C Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
C	TBD, MPAS, PA-C Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
C	TBD, MPAS, PA-C Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2028	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
C	TBD, MPAS, PA-C Physician Assistant Studies	Asst. Prof.	Non-tenure	MPAS	Fall 2029	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	12	1.00	100.00	100.00
C	TBD, MPAS, PA-C Physician Assistant Studies	Asst. Prof.	Non-Tenure	MPAS	Fall 2029	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	12	1.00	100.00	100.00
B	New Hire, MS Genetic Counseling	Assoc Prof	Tenure Track	MS Genetic Genetic	Fall 2024	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	9	0.75	100.00	75.00	
B	New Hire, MS Genetic Counseling	Asst Prof	Tenure Track	MS Genetic Genetic	Spring 2025	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	9	0.75	50.00	37.50	
C	New Hire, PhD Health Administration	Clinical Asst. Prof.	Non Tenure	MHA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
C	New Hire, PhD Health Administration	Clinical Asst. Prof.	Non Tenure	MHA	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
C	New Hire, PhD Health Administration	Adjunct Lecturer	Non Tenure	MHA	Fall 2025	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	12	1.00	50.00	50.00	
A	Barbara Evans, Ph.D., J.D. Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	
A	John Stinneford, J.D. Law	Professor	Tenure	MSL	Fall 2025	9	0.75	1.00	0.75	9	0.75	0.75	0.56	9	0.75	0.67	0.50	9	0.75	0.50	0.38	9	0.75	0.33	0.25	
D	Mindy Herzfeld, J.D. Law	Professor of Practice	Non Tenure	MSL	Fall 2025	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	9	0.75	0.40	0.30	
A	Robert Rhee, J.D. Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	9	0.75	0.50	0.38	
A	Peter Molk, J.D. Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	
A	Charlene Luke, J.D. Law	Professor	Tenure	MSL	Fall 2025	9	0.75	0.30	0.23	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	9	0.75	0.20	0.15	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
E	New Hire, J.D. Law	Adjunct	Non Tenure	MSL	Fall 2025	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	4	0.33	100.00	33.33	
A	Nancy M. Clark, M. Arch. Architecture	Asso. Prof.	Tenure	M.Arch.	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	
A	Nawaari, Nawari, Ph.D. Architecture	Professor	Tenure	M.Arch.	Fall 2025	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	4	0.33	16.50	5.50	
D	Albertus Wang, M.Arch. Architecture	Lecturer	Non-tenure	M.Arch.	Fall 2025	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	
D	Stephen Bender, M.Arch. Architecture	Sr. Lecturer	Non-tenure	M.Arch.	Fall 2025	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	12	1.00	100.00	100.00	

A	Alfonso Perez, M.Arch Academic Discipline	Professor	Tenure	M.Arch.	Fall 2025	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17	4	0.33	12.50	4.17																								
<b>Total Person-Years (PY)</b>									2050.48										2330.56										2662.42										2976.30										3176.17

Faculty Code	Source of Funding	PY Workload by Budget Classification				
		Year 1	Year 5			
A	Existing faculty on a regular line	Current Education & General Revenue	364.76	369.09		
B	New faculty to be hired on a vacant line	Current Education & General Revenue	112.50	112.50		
C	New faculty to be hired on a new line	New Education & General Revenue	1202.08	2320.00		
D	Existing faculty hired on contracts/grants	Contracts/Grants	104.47	104.47		
E	New faculty to be hired on contracts/grants	Contracts/Grants	266.67	270.11		
<b>Overall Totals for</b>			<b>Year 1</b>	2050.48	<b>Year 5</b>	3176.17

NOTE: Add Year columns as necessary to cover the period of time needed for full implementation.

Edition 09/1/12

The temporary space UF is renting from JEA, detailed further below, will accommodate the initial launch for each of the programs. The building opened for occupancy in April of 2023 and includes a mix of space including dedicated desk space for students, dedicated office space for faculty and staff, classroom space, conference rooms, and ample space for flexible, group-based collaborative work. It is equipped with cutting edge technology and will be linked to UF's high speed data network and HiPerGator. We anticipate occupying this location for up to five years as new facilities are under construction, and with over 10,000 square feet of space we expect this will be sufficient to accommodate projected enrollments for all programs and potential new programs to be added.

UF is evaluating sites in downtown Jacksonville as permanent sites for build-out of permanent facilities. All of the sites are close to the temporary space, and we expect to select a permanent location by summer of 2024.

GEOGRAPHIC LOCATION: **Jacksonville, Florida**  
PROJECT DESCRIPTION/TITLE: **University of Florida Jacksonville Education Center**

COUNTY: **Duval**  
PROJECT BR No. (if assigned): \_\_\_\_\_

Address: **225 N. Pearl Street, 5th Floor** Parcel ID: **073794-0100**  
**Jacksonville, FL 32202**

Facility/Space Type	Net Area (NASF)	Net to Gross Conversion	Gross Area (GSF)	Unit Cost (Cost/GSF)*	Construction Cost	Assumed Bid Date	Occupancy Date
<b>Phase 1</b>						<b>N/A</b>	<b>July 1, 2024</b>
Classroom	1,538	1.12	1,722	\$20.00	\$34,449		
Office	645	1.12	722	\$0.00	\$0.00		
Collaborative	282	1.12	316	\$0.00	\$0.00		
Café / Break	697	1.12	781	\$0.00	\$0.00		
Common Area	190	1.12	213	\$0.00	\$0.00		
Storage	118	1.12	132	\$0.00	\$0.00		
<b>Phase 2</b>						<b>N/A</b>	<b>July 1, 2025</b>
Classroom	1,708	1.12	1,913	\$20.00	\$38,252		
Office	274	1.12	306	\$0.00	\$0.00		
Collaborative	244	1.12	273	\$0.00	\$0.00		
Common Area	277	1.12	311	\$0.00	\$0.00		
Copy / Print	405	1.12	454	\$0.00	\$0.00		
<b>Phase 3</b>						<b>N/A</b>	<b>July 1, 2026</b>
Classroom	1,766	1.12	1,978	\$20.00	\$39,558		
Office	232	1.12	260	\$0.00	\$0.00		
<b>Phase 4</b>						<b>N/A</b>	<b>July 1, 2027</b>
Office	90	1.12	101	\$0.00	\$0.00		
Collaborative	242	1.12	271	\$0.00	\$0.00		
Quiet / Study	439	1.12	491	\$0.00	\$0.00		
Common Area	274	1.12	307	\$0.00	\$0.00		

<b>Totals</b>	<b>9,419</b>		<b>10,550</b>		<b>\$112,260</b>		
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\*Apply Unit Cost to total GSF based on primary space type

Remodeling/Renovation

Amount Paid by Sublandlord:

\$0.00

Total Construction - New & Rem./Renov. (Tenant Responsibility)

\$112,260

Space Detail for Remodeling Projects

BEFORE		AFTER	
Space Type	Net Area (NASF)	Space Type	Net Area (NASF)
Total	0	Total	0

SCHEDULE OF PROJECT COMPONENTS

ESTIMATED COSTS

Basic Construction Cost	Funded to							Funded & In CIP
	Date	Year 1	Year 2	Year 3	Year 4	Year 5		
1. a. Construction Cost (from above)	\$0.00	\$112,259.84	\$0.00	\$0.00	\$0.00	\$0.00	\$112,259.84	
Add'l/Extraordinary Const. Costs								
b. Environmental Impacts/Mitigation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
c. Site Preparation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
d. Landscape/Irrigation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
e. Plaza/Walks	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
f. Roadway Improvements	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
g. Parking ___ spaces	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
h. Telecommunication	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	

i.Electrical Service	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
j.Water Distribution	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
k.Sanitary Sewer System	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
l.Chilled Water System	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
m.Storm Water System	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
n.Energy Efficient Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total Construction Costs</b>	<b>\$0.00</b>	<b>\$112,259.84</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$112,259.84</b>

<b>2. Other Project Costs</b>							
a.Land/existing facility acquisition	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
b.Professional Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
c.Fire Marshall Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
d.Inspection Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
e.Insurance Consultant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
f.Surveys & Tests	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
g.Permit/Impact/Environmental Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
h.Artwork	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
i.Moveable Furnishings & Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
j.Project Contingency	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total - Other Project Costs</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

<b>ALL COSTS 1+2</b>	<b>\$0.00</b>	<b>\$112,260</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$112,260</b>
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Appropriations to Date			Project Costs Beyond CIP Period			Total Project In CIP & Beyond
Source	Fiscal Year	Amount	Source	Fiscal Year	Amount	
TOTAL			TOTAL			
<u>\$0.00</u>			<u>\$0.00</u>			<u>\$112,260</u>

Facilities will be subleased from JEA, at JEA Headquarters located at 225 N Pearl St, Jacksonville, FL 32202. We anticipate use of the site growing to over 500 students over the period of the sublease. Many of these students will be in part-time programming in the evenings and weekends, but the sublease provides access to a dedicated floor in JEA's building, which will help to ensure a secure environment conducive to the collaborative programming UF will be offering (all employees, students, and faculty are required to use ID badges to enter the building, which has 24/7 security). UF will initially occupy only a portion of the floor, but has the ability to build out to over 10,000 square feet of space, allowing for flexible expansion based on program growth. There is access to secure, structured parking on site, and there are multiple public parking garages nearby as well. The location is very central in downtown Jacksonville, which will make the site accessible to the ultimate

APPENDIX A  
**TABLE 4**  
**SUMMARY FINANCIAL PROJECTIONS TO FULL IMPLEMENTATION**

Fiscal Year Ending June 30		Year 1	Year 2	Year 3	Year 4	Year 5
Revenues		2025	2026	2027	2028	2029
General Operations						
Carry Forward from Prior Year 1		0	0	0	0	1,633,611
General Revenue/Lottery						
	State Allocations (GR/Lottery)	0	0	0	0	0
Tuition/Tuition Differential and Fees						
	Tuition (Marticulation)	3,908,125	8,409,750	12,551,750	16,860,750	20,224,250
	Tuition (Differential, 70% UG Support)	0	0	0	0	0
	Out of State Student Tuition Fees	0	0	0	0	0
Research Trust Funds (by title)						
	XYZ Trust Fund	0	0	0	0	0
Financial Aid and Academic Related Fees						
	Student Financial Aid Fee	101,329	220,371	338,496	461,744	554,459
	Tuition (Differential, 30% Financial Aid)	0	0	0	0	0
	Out of State Financial Aid	0	0	0	0	0
	Student Technology Fee	24,656	53,621	82,364	112,353	134,913
	Student Distance Learning Fee	0	0	0	0	0
	Capital Improvement Trust Fund Fee	25,407	55,256	84,875	115,779	139,026
	Other Fees (Material/Supply), Facility/Equipment, etc.)	0	0	0	0	0
<b>Total Revenues</b>		<b>4,059,517</b>	<b>8,738,999</b>	<b>13,057,486</b>	<b>17,550,626</b>	<b>22,686,260</b>
<b>Expenses</b>						
General Operations						
	Compensation and Employee Benefits (overage payments and percentage time of current faculty; adjuncts)	5,563,771	8,871,322	10,021,753	10,811,646	11,788,413
	Shared Services	0	0	0	0	0
	Incremental Shared and/or Contractual Services Costs	0	0	0	0	0
	Library Services/e-Collections	0	0	0	0	0
	Contractual Services	0	0	0	0	0
	Lease	127,102	179,716	230,565	237,482	244,607
	Initial Construction/Renovations	112,260	0	0	0	0
	Financial Aid, Scholarships, Stipends 2	390,813	840,975	627,588	421,519	505,606
	Central Operations and Administrative Costs 3	1,048,835	1,670,321	1,849,609	1,990,176	2,157,205
	Marketing	731,500	814,002	719,606	709,700	690,200
	Faculty/Staff Travel	153,200	262,065	265,897	266,901	270,976
	Orientation/Student Events/Socials	76,500	155,100	206,172	277,772	341,962
	General Operating/Supplies	467,263	1,032,982	1,117,298	1,201,819	1,289,817
<b>Total Expenses</b>		<b>8,671,244</b>	<b>13,826,483</b>	<b>15,038,487</b>	<b>15,917,014</b>	<b>17,288,786</b>
<b>Operating Net Revenues Over Expenses</b>		<b>-4,611,726</b>	<b>-5,087,484</b>	<b>-1,981,002</b>	<b>1,633,611</b>	<b>5,397,473</b>



- 1 Negative fiscal year end balances not carryforward as the University will cover the shortfalls
- 2 Financial aid and discounting will be used to assist with growing the programs
- 3 Although Central Operations and administrative Cost assist internally, we believe this correctly reflects that these programs should be responsible for their share of central operations such as, facilities and administration

Edition 09/1/12



# Jacksonville Site Approval: Appendix B – Burning Glass Report

March 1, 2024



# GENERATIVE ARTIFICIAL INTELLIGENCE AND THE WORKFORCE





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# EXECUTIVE SUMMARY

Automation is nothing new. In fact, much of the course of economic history since the dawn of the Industrial Revolution has been shaped by successive waves of automation propelled by technological innovation. However, the latest developments in generative artificial intelligence (GenAI) stand out as unique. Unlike in the past, when mechanization replaced physical labor, GenAI will have the greatest impact on high-skilled, professional work—the kinds of roles that define the 21st-century knowledge economy and that have long been considered safe havens from roboticization. As such, the coming transformations are likely to be as unfamiliar as they are profound. The goal of this report, a collaborative effort between The Burning Glass Institute and SHRM, is to enable CHROs and other business leaders to anticipate these repercussions and develop workforce strategies for a new reality.

## Key Trends

- GenAI will touch a broad array of roles. In many cases, however, **the impact will be less about automating** away tasks than about **augmenting** workers' productivity and effectiveness or **transforming** the definition of job roles altogether to capitalize on new technologies and new unit economics.
- Workforce reductions could become widespread over the coming decade. But they may be driven less by machines simply replacing humans than by economic growth lagging behind big leaps in worker productivity. **Early adopters of GenAI will see increased productivity as roles are automated, augmented or transformed. However, the surge in output is unlikely to meet a corresponding growth in demand for goods and services, leading to overstaffing** in many industries. Business leaders must prepare mitigation strategies (such as hiring freezes) to minimize the disruption.
- **While those disruptions will carry a high human cost, they are likely to be only temporary.** Corporate profits will increase as firms benefit from decreased payroll costs. In a competitive market, we expect price decreases to follow. Finally, price cuts and new jobs created by GenAI will drive increased demand, and employment will rebound, at least somewhat.



- Investments in AI will be massive. Goldman Sachs estimates that by 2025, nearly \$200 billion will be invested into AI-related technology globally. With so much investment and focus, we expect several major economic shifts:

- **As hiring slows, fresh recruits will become rarer.** The average age of the workforce will increase, which may impact organizations' ability to adapt to further technological disruptions.
- Productivity increases will only accrue to workers who are still employed. Given the broad potential for GenAI to replace human labor, increases in productivity will generate disproportionate returns for investors and senior employees at tech companies, many of whom are already among the wealthiest people in the U.S., **intensifying wealth concentration.** That, in turn, could **drive spending in premium categories, such as luxury goods, fine dining and consumer services.**
- Some of this “wealth effect” can already be seen in financial markets. In April 2023, J.P. Morgan analysts **cited optimism about GenAI as the driver of a \$1.4 trillion increase in market capitalization** across the S&P 500.
- Blue-collar jobs are unlikely to be automated by GenAI. In fact, increased demand for premium goods and services **could even spur greater demand for blue-collar workers**—and a corresponding rise in their income share.
- In the longer term, **research and development will accelerate as GenAI allows researchers to process more data and achieve new discoveries more quickly.**

## How GenAI Will Reshape the Economy

The trends we anticipate in this report will not play out uniformly across the economy. To support leaders in crafting effective strategies, we have charted the likely contours of workforce transformation across occupations, economic sectors and even organizations.

### Repercussions by Occupation

- GenAI will cause broad transformations across nearly all categories of white-collar roles, while blue-collar work will remain shielded from major disruption. Examples of how AI will place certain occupations at high risk include:

- **Financial analysts, actuaries and accountants** spend much of their time crunching numbers, analyzing market trends and creating predictive models—all tasks that AI can streamline.
- Regulatory compliance, a task overseen by **auditors, compliance officers and lawyers,** demands thoroughness and accuracy. GenAI can facilitate quicker compliance checks with fewer errors.
- For **software developers,** routine tasks—such as generating code, debugging, monitoring systems and optimizing networks—can be either assisted or entirely managed by AI.





- **Administrative roles** involve structured, routine tasks such as data entry, appointment scheduling, documentation management and customer communication—repetitive tasks ripe for AI-based replacement.
- The work of **marketers, writers, journalists** and **graphic designers**, from editing to content creation, has long been manual. However, AI platforms can generate competent copy, including reports, news summaries and even articles.
- **Human resources** may be completely transformed as GenAI automates core tasks such as onboarding and communication of benefits, leaving a smaller cadre of HR professionals to play the roles of coaches to workers and organizational strategists to leaders.

### Repercussions by Industry

- Because occupations tend to be concentrated in specific sectors, we anticipate industries to be reshaped accordingly. **The industries most likely to be affected include financial services, law and marketing research.** For example, legal advisors face potential automation in creating standardized documents, while marketing professionals might witness GenAI crafting strategic content. **Business services** and **consulting** industries—rich in data-driven tasks and structured processes—are also notably exposed to GenAI.

### Repercussions by Company

- We have similarly mapped the scope of likely GenAI workforce transformations to specific firms based on their hiring mix. Business leaders at these firms must begin planning for GenAI-driven disruption and devise ways to leverage GenAI to their advantage. The companies that will be most affected by GenAI are concentrated in three sectors:

- Finance and Insurance, most notably **Morgan Stanley, Bank of America** and **Northwestern Mutual.**
- Professional Services, with particularly significant impacts at **McKinsey & Company, KPMG** and **Deloitte.**
- Information Systems, led by **Bloomberg, Salesforce** and **Google.**



## Repercussions by Region

- **Silicon Valley**, as a major tech epicenter, will see a surge of renewed economic growth due to GenAI. Globally, the U.S. is home to **36** of the top **50** tech behemoths, as well as to cutting-edge academic institutions. Thus, it is perfectly poised to harness the GenAI revolution. As tech becomes a more important part of the global economy, countries that have a comparative advantage in technology will benefit the most.

## Takeaways for CHROs and Other Business Leaders

- **Evaluate your organization's composition.** What is your exposure to GenAI? If your company operates in an industry that is at risk of transformation or that has a large share of employees in at-risk occupations, expect disruptions in your organization as GenAI adoption scales up.
- **Evaluate the roles within your organization.** How might these roles be automated, augmented or transformed via GenAI? For each role, how can you prepare workers for these changes? What learning and development investments can you make to build workers' skills in areas that will rise in importance as GenAI adoption accelerates?
- **Consider your current talent pipeline.** Evaluate how GenAI may affect talent shortages or surpluses in markets of interest. Service, manual and other in-person occupations that have been experiencing staffing shortages, such as nursing, are unlikely to be impacted by GenAI, and current labor shortages will remain. Meanwhile, GenAI-fluent tech talent will become highly sought-after, and savvy HR leaders are wise to begin building a pipeline for such talent now.
- **Develop a game plan.** In the coming years, GenAI will both drive massive boosts in productivity and necessitate layoffs. Begin planning ways to leverage GenAI's productivity benefits and prepare for the disruptions to your workforce through a combination of upskilling investments to give workers the skills to remain relevant and reskilling programs to reposition workers in areas of more stable demand.



# BACKGROUND

## Technological changes are often harbingers of disruption.

Waves of automation, and the subsequent labor market transformations they produce, are nothing new. They often give rise to massive boosts in productivity among some groups and workforce reductions in others. Beginning in the early 1990s, sweeping automation in manufacturing replaced factory workers with robots. More recently, the rise of e-commerce displaced a large number of in-store retail workers.

A new wave, driven by developments in GenAI, is extending and accelerating the ongoing automation of administrative and office support roles over the past 20 years. The GenAI wave is anticipated to automate even more of these jobs. However, a crucial characteristic of this current automation wave is that the tasks now targeted for automation by advanced AI are more sophisticated, encompassing those typically carried out by professionals, as opposed to support workers. This is a novel and significant development in the arena of technological change.

## Understanding GenAI

### To understand GenAI's impact, understand its strengths and limitations.

GenAI tools excel at certain tasks while lagging human capabilities in others. The jobs most vulnerable to replacement by AI are those requiring tasks and skills that overlap significantly with the abilities of large language models (LLMs), which can generate coherent and grammatically correct text, and other GenAI technologies.

#### What Tasks Can GenAI Perform Today?

- Streamline interactions with business software. (For example, GenAI enables workers to query enterprise resource systems in plain English.)
- Generate text, answer questions and serve as conversational agents (that is, chatbots).
- Generate code and assist with code debugging and comprehension.
- Generate images, music and videos.
- Refine and enhance the style, coherence and quality of existing content.
- Summarize and classify text.
- Retrieve and present enormous amounts of information quickly.

#### What Are GenAI's Current Limitations?

- Not especially creative or original; may produce derivative content.
- Limited critical thinking.
- Low emotional intelligence.
- Limited factual accuracy.
- Challenges with mathematical functions.
- Likely to reproduce biases in training data.



# IMPACT ON JOBS

## While GenAI will automate some roles, it will augment or transform others.

One of the most visible ways GenAI will impact jobs is in the automation of repetitive professional tasks that require low levels of expertise or judgment. Simultaneously, GenAI may augment or transform other roles (see Table 1). GenAI can assist professionals by enhancing their capabilities, making them more effective or efficient rather than replacing them. For instance, doctors could use AI to improve their diagnostic capabilities, leveraging machine intelligence to augment their expertise. Professions such as human resources may be completely transformed as GenAI automates core tasks such as onboarding or communication of benefits while a smaller cadre of human resources professionals serve as coaches and mentors. This will free them to spend more time advising individual employees on their career goals and challenges and to serve as organizational strategists in support of business leaders.

**TABLE 1:**  
Ways GenAI may impact jobs

Jobs Are Automated	Jobs Are Augmented	Jobs Are Transformed
<p><b>Description:</b> Roles that either do not require expertise or heavily involve tasks that GenAI can do effectively today.</p> <p><b>Example:</b> Graphic designers focused on revising and contextualizing content, rather than creating it from scratch.</p>	<p><b>Description:</b> Roles that require substantial expertise but still involve several AI-enhanced tasks or AI-driven productivity gains.</p> <p><b>Example:</b> Software engineers using ChatGPT to generate and debug sections of code.</p>	<p><b>Description:</b> Roles whose new unit economics allow for a complete reimagining of the job description.</p> <p><b>Example:</b> HR professionals transitioning to roles as coaches and strategists.</p>



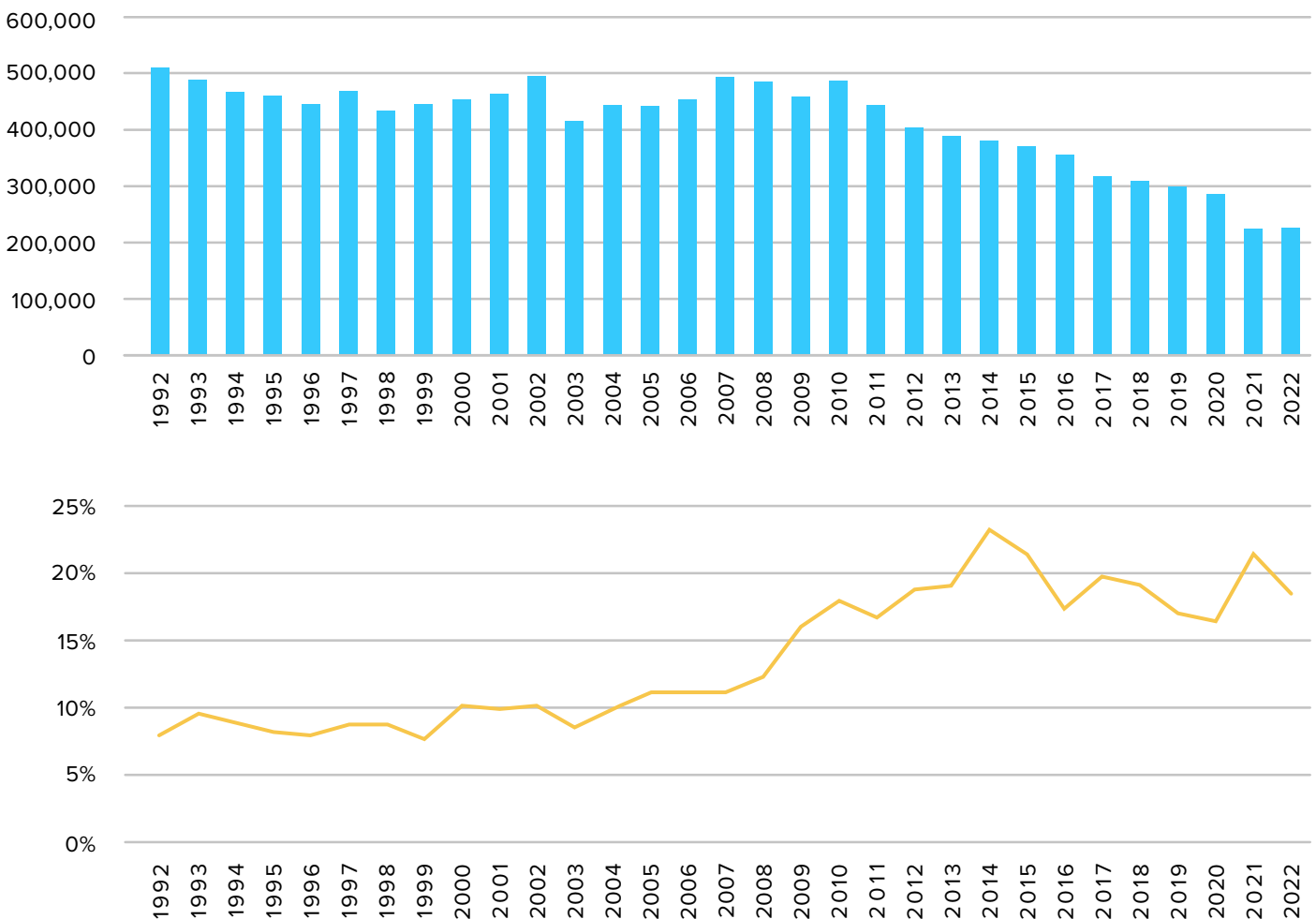
# The Effect of Automated Teller Machines on Bank Tellers

When ATMs were introduced in the 1970s, there were widespread predictions that this technology would render the job of a bank teller partially obsolete. After all, an ATM could do many of the tasks that tellers traditionally performed, such as dispensing cash and processing deposits.

Bucking conventional wisdom, however, the number of bank tellers in the U.S. increased during the 1970s and 1980s and did not decline until 2011. In actuality, the introduction of ATMs reduced the cost of operating a bank branch, allowing banks to open more branches. Although each branch had fewer tellers than before, the net effect was an increase in the total number of teller jobs. At the same time, the role of the bank teller evolved. Instead of just handling cash transactions, tellers started to take on more advisory roles, assisting customers with more complex financial services, such as loans, investment products and account issues. Correspondingly, as Figure 1 shows, the proportion of bank tellers with college degrees increased.

The case of ATMs and bank tellers is frequently cited to illustrate that the effect of automation on jobs might be more complex than a simple one-to-one replacement. The experience of bank tellers underscores the idea that, while automation can eliminate specific tasks, it does not necessarily eliminate jobs. Instead, these transformations may lead to fundamental changes in unit economics, which may increase demand in hard-to-predict ways.

**FIGURE 1:**  
Number of U.S. bank tellers (top) and share with bachelor's degrees (bottom)



# MACROECONOMIC IMPACTS

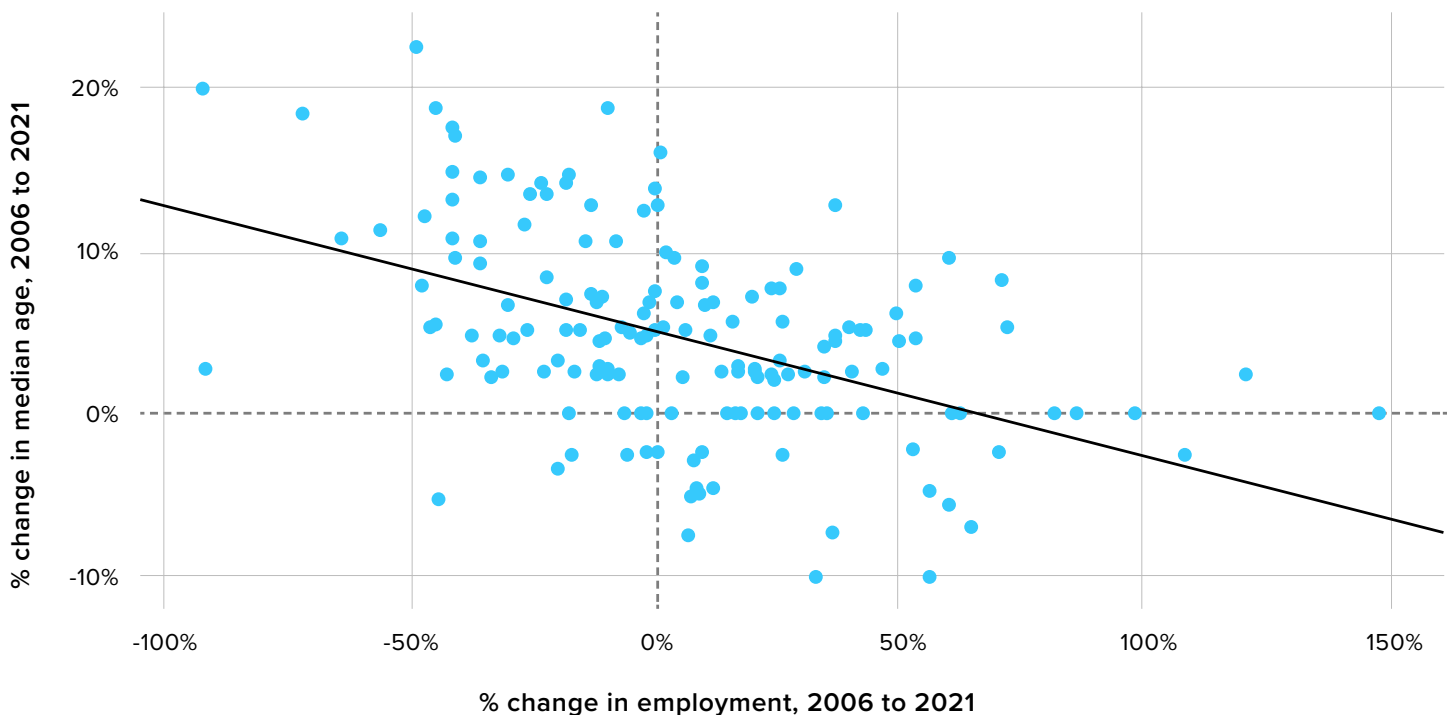
## GenAI will drive economic dislocations over the coming decade.

The business landscape will undergo a series of macroeconomic shifts as GenAI adoption increases. Early adopters will experience a leap in worker productivity as AI automates, augments or transforms various job roles. However, the surge in output is unlikely to meet a corresponding growth in demand for goods and services, leading to overstaffing in many industries.

In a competitive market characterized by an oversupply of labor, company leaders will feel compelled to make difficult decisions, the most widespread of which are likely to be workforce reductions. Business leaders must consider mitigation strategies such as hiring freezes or relying on natural attrition (that is, employees retiring or moving to other jobs). The emotional toll of job insecurity in this time of disruption will heighten the need for robust employee support systems, including mental health benefits and transition programs.

As hiring slows, we are likely to see a graying of the workforce. As depicted in Figure 2, there is a marked inverse relationship between employment growth and shifts in median age. Further, shrinking occupations age faster. This shift will challenge organizations across dimensions such as skill flexibility, team vitality and intergenerational knowledge exchange.

**FIGURE 2:**  
Percentage change in median age and employment for occupations, 2006-2021

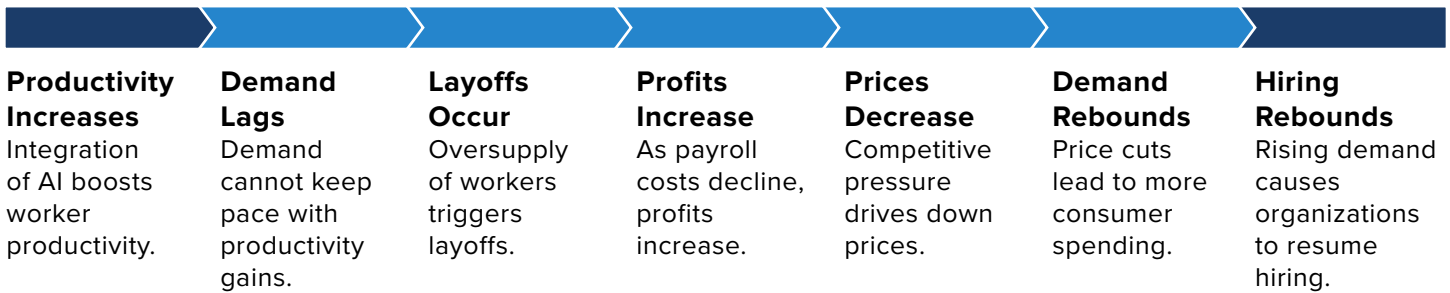


**Notes:** Each bubble represents a distinct occupation. The years 2006 and 2021 are three-year averages.  
**Source:** [Lightcast Profiles](#) data, The Burning Glass Institute.



These disruptions will carry a high human cost, but they are unlikely to be permanent. Figure 3 illustrates the expected course of transition following the introduction of GenAI. Corporate profits will increase as firms benefit from reduced headcount costs. In a competitive market, firms jockeying for market share are likely to cut prices. As a result, households will see increased disposable income, which in turn will increase consumer spending, including on new categories of goods and services made possible by the unit economics GenAI will enable. This increased demand will cause employment to rebound, at least somewhat. Thus, while GenAI may initially lead to job losses in certain sectors and occupations, other sectors will grow as the economy adjusts. As this business cycle unfolds, perhaps over a decade or more, business leaders can proactively invest in upskilling and reskilling programs to ensure that workers have the necessary skills and training to navigate this period of transition.

**FIGURE 3:**  
Sequence of economic disruptions caused by GenAI



While most of the impacts of GenAI are relatively long-term, the optimism around GenAI platforms has already buoyed financial markets. In April 2023, J.P. Morgan analysts estimated that, in the first four months of 2023 alone, interest in artificial intelligence models had driven \$1.4 trillion in increased market capitalization and a 45% increase in corporate profits. As this trend gains momentum, shareholders, especially those invested in tech-centric stocks, will benefit the most. The “wealth effect” posits that this increase in perceived wealth will drive an increase in consumer spending, and in fact there is a documented increase in consumer expenditures over the past year despite expectations of an economic slowdown. As the value and potential of GenAI become clearer, investment will likely accelerate. Goldman Sachs anticipates that by 2025, global AI investments will approach a substantial \$200 billion.

These investments will drive development and adoption of GenAI, resulting in the productivity improvements described previously. Further, we expect GenAI to enable step changes in research and development timelines and techniques. The time from ideation to product launch will be drastically reduced as GenAI enables researchers to gather and synthesize vast troves of data and information. As a result, innovations that further amplify productivity will be introduced more quickly. The combination of increased investment and improvements in research and development will supercharge economic growth over the long term.



# DISTRIBUTIONAL CONSEQUENCES

## Dislocations from GenAI will precipitate shifts in wealth distribution.

Increased adoption of GenAI will have deep distributional implications for the U.S. economy. Productivity increases will only accrue to workers who are still employed. Given the broad potential for human labor to be displaced by AI, increases in productivity will generate disproportionate returns for investors and senior employees at tech companies, many of whom are already among the wealthiest people in the U.S. Thus, the U.S. economy, already characterized by high levels of inequality, will see further economic stratification and increased concentration of wealth. As a result, we expect to see rapid growth in consumer spending in luxury categories where the wealthy tend to spend a disproportionately large share of their income (see Table 2).

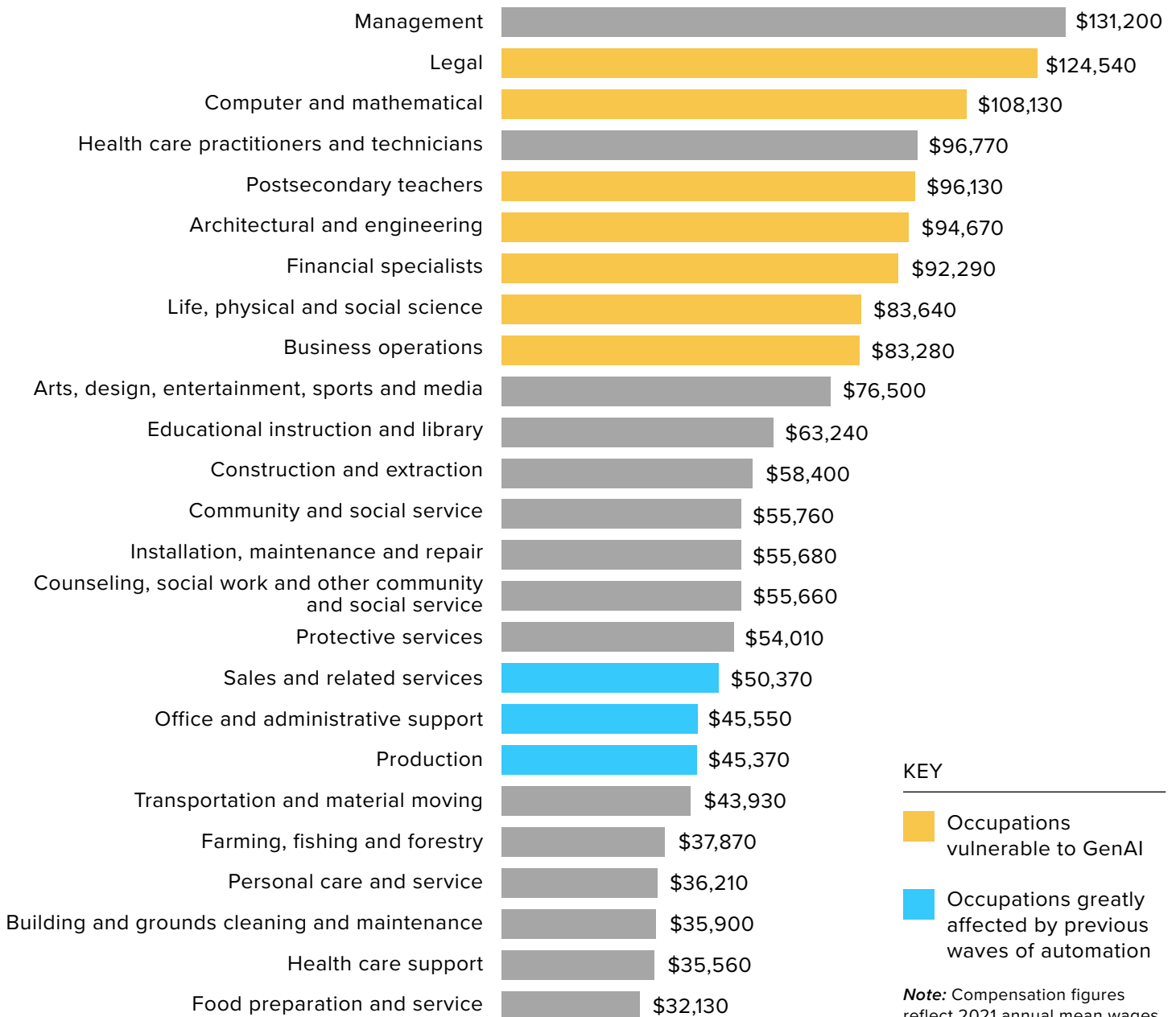
**TABLE 2:**  
Luxury categories on which wealthy consumers spend large shares of their income

Category	Description
Luxury goods	High-end watches, jewelry, handbags, clothing and other fashion items from premium brands.
Real estate	Luxury homes, vacation properties and multiple residences in various parts of the world.
Travel and leisure	First-class and private jet travel, luxury cruises, five-star hotels, exclusive resorts and bespoke travel experiences.
Fine dining and wines	Upscale restaurants and investments in rare wines and spirits.
Art and collectibles	Fine art, antique furniture, rare collectibles and unique items.
Vehicles	Luxury cars, yachts, and private jets and helicopters.
Private education	Private schools, boarding schools and elite universities.
Health and well-being	High-end fitness trainers, wellness retreats, cosmetic procedures, personal physicians and specialized health care.
Home improvement	High-end furniture, home theaters, smart home systems, and landscaping and interior design services.
Philanthropy	Charitable causes, foundations or endowments. (Not traditionally considered consumption.)
Memberships	Exclusive clubs, golf courses and other social institutions.
Personal services	Personal chefs, butlers, house managers and other staff.
Investment opportunities	Access to and participation in ventures such as venture capital or private equity. (Not traditionally considered consumption.)
Security	High-end security systems, personal security personnel and cybersecurity services.
Luxury events	Attendance at or hosting of events such as galas, premieres and private concerts.

As Figure 4 shows, previous waves of automation predominantly affected low-wage occupations (shown with blue bars). The GenAI automation wave is unique in that blue-collar workers may be the least harmed. The reasons for this are both increased demand for these workers due to the growth of premium goods and service categories and the inability of GenAI to perform physical tasks. In fact, the occupations most exposed to GenAI are high-wage, professional roles (shown with yellow bars). The implication is that the GenAI wave could result in greater payroll savings than previous waves did.



**FIGURE 4:**  
Occupations most affected by GenAI compared to previous automation waves









# IMPACT BY OCCUPATION

## GenAI will impact professional occupations most heavily.

While blue-collar roles will experience minimal disruption, GenAI is expected to have a broad impact across nearly all categories of white-collar work (see Figure 5). To support organizational leaders in crafting effective workforce strategies, we have charted the specific contours of workforce transformation across occupations, sectors and even companies. To estimate the level of exposure of industries and organizations, we started by measuring the degree of overlap between the characteristics of a specific occupation and the capabilities of GenAI. The greater the overlap, the more exposed the occupation is to disruption from GenAI. We then used the occupational makeup of industries and organizations to aggregate the occupational exposure measures into industry- and company-level exposure measures. (See the Methodology for details.)

**FIGURE 5:**  
Occupational sectors and roles exposed to disruption from GenAI

 <b>Business and Legal</b>	 <b>Finance</b>	 <b>Social Sciences</b>	 <b>Writing and Editing</b>
<ul style="list-style-type: none"> <li>• Purchasing agents</li> <li>• Compensation specialists</li> <li>• Management analysts</li> <li>• Market research analysts</li> <li>• Marketing specialists</li> <li>• Lawyers and paralegals</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance underwriters</li> <li>• Budget analysts</li> <li>• Accountants and auditors</li> <li>• Personal financial advisors</li> <li>• Credit professionals</li> <li>• Financial analysts</li> <li>• Tax preparers</li> </ul>	<ul style="list-style-type: none"> <li>• Geographers</li> <li>• Epidemiologists</li> <li>• Survey researchers</li> <li>• Political scientists</li> <li>• Sociologists</li> <li>• Economists</li> </ul>	<ul style="list-style-type: none"> <li>• Writers and authors</li> <li>• Reporters and correspondents</li> <li>• Technical writers</li> <li>• Interpreters and translators</li> <li>• Editors</li> </ul>
 <b>STEM</b>	 <b>Sales</b>	 <b>Office and Administrative Support</b>	 <b>Other</b>
<ul style="list-style-type: none"> <li>• Programmers and software developers</li> <li>• Web developers</li> <li>• Some types of engineers</li> <li>• Data scientists</li> <li>• Physicists</li> <li>• Medical scientists</li> <li>• Operations research analysts</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance sales agents</li> <li>• Advertising sales agents</li> <li>• Travel agents</li> <li>• Securities, commodities and financial sellers</li> <li>• Telemarketers</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement clerks</li> <li>• Credit authorizers, checkers and clerks</li> <li>• Cargo and freight agents</li> <li>• Statistical assistants</li> <li>• Loan interviewers and clerks</li> <li>• Billing and posting clerks</li> </ul>	<ul style="list-style-type: none"> <li>• Postsecondary teachers</li> <li>• Public relations specialists</li> <li>• Interior designers</li> </ul>





**Examples of the most vulnerable occupations and how GenAI may transform them follow:**



**Finance:** Financial analysts, actuaries and accountants spend much of their time crunching numbers, analyzing market trends and creating predictive models—all tasks that GenAI can streamline. AI can also facilitate faster and more accurate compliance checks, which today can involve teams of auditors, compliance officers and lawyers. Personal financial advisors can also leverage AI to support risk assessments and craft client-personalized investment strategies with greater speed and detail.



**Social sciences:** With the digital age heralding the era of big data, researchers in fields such as sociology, psychology and political science can leverage AI to process vast datasets more efficiently. AI algorithms can analyze extensive data from social media platforms, deciphering patterns in users' sentiments and behavior, and discerning trends. Moreover, in fields such as economics and political science, predictive modeling enhanced by AI can yield more accurate forecasts of voting patterns, economic shifts and the like.



**Writing and editing:** Roles involving content creation and editing will undergo a transformation as GenAI enables formerly manual processes to be executed almost instantly. LLMs can quickly generate large volumes of coherent text, including reports, news summaries and articles. Meanwhile, if given the properly structured inputs, other GenAI tools can create compelling visuals, including graphics and even full-length videos.



**STEM:** Computer programmers are already leveraging GenAI to assist with or entirely manage routine tasks such as code generation, debugging, monitoring systems and optimizing networks. Scientists and engineers across specializations may also soon leverage GenAI to support data analyses, simulations and mathematical models.



**Sales:** Sales professionals often engage in repetitive administrative tasks, such as recording client interactions, tracking potential leads and analyzing customer behavior; GenAI's ability to streamline these roles will allow salespeople to concentrate on customer interactions. Further, GenAI can help analyze the troves of unstructured data sitting untapped in customer relationship management (CRM) systems, which can then be used to predict customer needs and recommend tailored sales approaches.



**Office and administrative support:** Administrative roles involving data entry, scheduling and other repetitive tasks are prime candidates for AI augmentation or automation. For instance, appointment management can be entirely automated with GenAI, which can optimize calendars based on pre-configured rules.



**Human resources:** As discussed, HR roles may be completely transformed as GenAI automates routine tasks, reorienting a smaller team of HR professionals to serve more strategic functions.

# CONSEQUENCES FOR INDUSTRIES, ORGANIZATIONS AND REGIONS

## Where do we expect to see the greatest disruptions?

We extended the preceding occupational analysis to estimate GenAI exposure across industries, companies and regions. Because higher-paying roles yield larger cost savings if eliminated and greater productivity gains if augmented, we weighted industries by both occupational share and salary to produce a ranking of the most GenAI-exposed industries, shown in Table 3.

**TABLE 3:**  
Selected types of occupations ranked by GenAI exposure score

Sector	Industry	GenAI Exposure Score
Finance and Insurance	Mortgage and nonmortgage loan brokers	3.909
Professional Services	Law offices	3.906
Finance and Insurance	Investment banking and securities dealing and brokerage	3.885
Finance and Insurance	Commercial banking	3.865
Professional Services	Offices of certified public accountants	3.859
Finance and Insurance	Investment advice	3.854
Professional Services	Tax preparation services	3.827
Professional Services	Human resources consulting services	3.825
Professional Services	Marketing research and public opinion polling	3.815
Finance and Insurance	Insurance agents and brokers	3.807
Technology	Data processing, hosting and related services	3.782
Technology	Software publishing	3.780
Professional Services	Advertising agencies	3.778
Technology	Custom computer programming	3.775
Professional Services	Payroll servicing	3.762
Professional Services	Administrative management and general management consulting	3.754
Other	Travel agency services	3.750
Technology	Computer systems design	3.750
Other	Book publishing	3.743
Manufacturing	Computer terminal and other computer peripheral equipment manufacturing	3.736
Technology	Internet publishing and broadcasting and web search portals	3.735
Professional Services	Marketing consulting	3.731
Manufacturing	Semiconductor and related device manufacturing	3.729
Other	Newspaper publishing	3.726
Manufacturing	Electronic computer manufacturing	3.718
Manufacturing	Pharmaceutical preparation manufacturing	3.717
Other	Educational support services	3.714
Other	Television broadcasting	3.712

■ Finance and Insurance   
 ■ Professional Services   
 ■ Technology   
 ■ Manufacturing   
 ■ Other

See the Methodology for an explanation of how the GenAI exposure score is calculated.

Because occupations tend to concentrate in specific sectors, occupational changes will profoundly reshape several industries. Financial Services will see the greatest impact, as a range of roles—including financial examiners, personal financial advisors, loan officers, financial analysts, actuaries and accountants—within the sector are transformed. Other knowledge services industries, most notably Marketing Research and Law, are also highly exposed, as many of their outputs (market reports, standardized legal documents, etc.) are highly automatable by GenAI. Business services and consulting industries, rich in data-driven tasks and structured processes, are also highly exposed to GenAI.

Most tangibly, we mapped the scope of likely GenAI workforce impacts to specific firms based on their employee composition. Business leaders at these firms must begin planning for GenAI-driven disruption and devise ways to leverage GenAI to their advantage. As shown in Table 4, many of the most prominent U.S. companies will face GenAI-driven disruption in the coming years. The companies that will be most affected by GenAI are concentrated in three sectors: **Finance and Insurance** (including Morgan Stanley, Bank of America and Northwestern Mutual), **Professional Services** (including McKinsey & Company, KPMG and Deloitte) and **Information Systems** (including Bloomberg, Salesforce and Google).



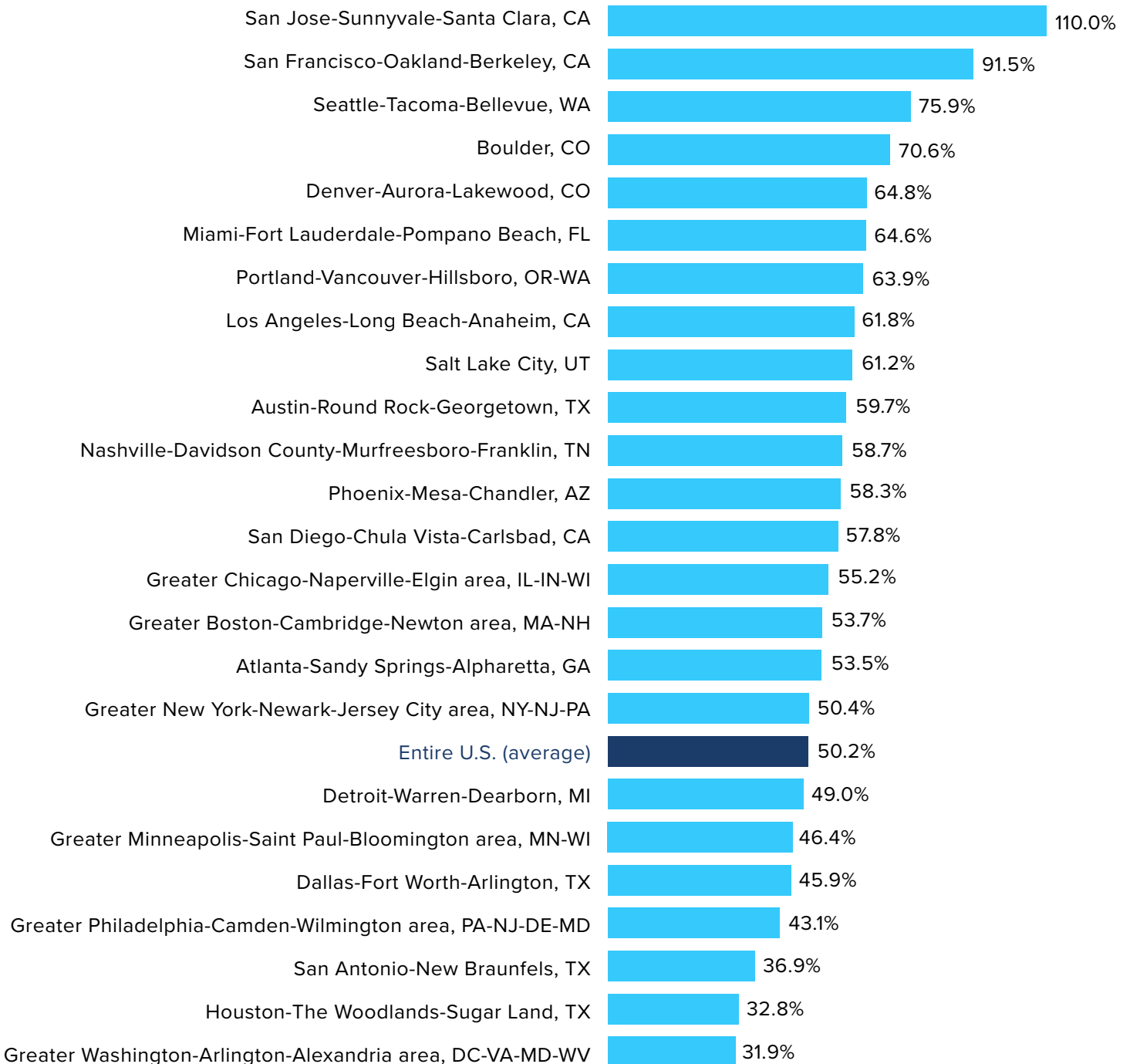


**TABLE 4:**  
GenAI exposure scores for selected large corporations

Company Name	Industry Sector	GenAI Exposure Score
Morgan Stanley	Finance and Insurance	3.913
Bank of America	Finance and Insurance	3.902
Northwestern Mutual	Finance and Insurance	3.884
Goldman Sachs	Finance and Insurance	3.881
Wells Fargo	Finance and Insurance	3.878
J.P. Morgan	Finance and Insurance	3.866
McKinsey & Company	Professional, Scientific and Technical Services	3.862
KPMG	Professional, Scientific and Technical Services	3.858
Fidelity Investments	Finance and Insurance	3.857
American Express	Finance and Insurance	3.845
Robert Half	Professional, Scientific and Technical Services	3.845
Citigroup	Finance and Insurance	3.844
PwC	Professional, Scientific and Technical Services	3.831
Bloomberg	Information	3.818
Salesforce	Information	3.800
Fiserv	Professional, Scientific and Technical Services	3.800
PayPal	Information	3.799
Deloitte	Professional, Scientific and Technical Services	3.798
Google	Information	3.793
Adobe	Information	3.791
LinkedIn	Information	3.788
State Farm	Finance and Insurance	3.785
Oracle	Information	3.781
Johnson & Johnson	Manufacturing	3.780
IBM	Manufacturing	3.779
Microsoft	Information	3.764
Intel	Manufacturing	3.709
UnitedHealth Group	Finance and Insurance	3.699
Apple	Manufacturing	3.688
Amazon	Retail Trade	3.670
General Electric	Manufacturing	3.650
Boeing	Manufacturing	3.646
General Motors	Manufacturing	3.604
Ford	Manufacturing	3.589
Disney	Information	3.555
Walmart	Retail Trade	3.399

As Figure 6 shows, technology hubs, especially Silicon Valley, witnessed impressive growth through 2021, driving both higher salaries for tech workers and increased spending in nearby regions and adjacent industries. GenAI is likely to further accelerate these trends.

**FIGURE 6:**  
Growth in per-capita income for technology hubs, 2011-21



Source: Bureau of Economic Analysis.

More broadly, the U.S. is home to 36 of the top 50 global technology companies (see Table 5), as well as cutting-edge institutions such as MIT and Stanford that boast a thriving venture capital scene and deep investments in AI research. As a result, the U.S. is perfectly poised to harness the GenAI revolution. As tech becomes a more important part of the global economy, countries that have a comparative advantage in tech will see the greatest benefits, and few will benefit more than the U.S.

**TABLE 5:**

Top 50 technology companies in market capitalization, Aug. 30, 2023

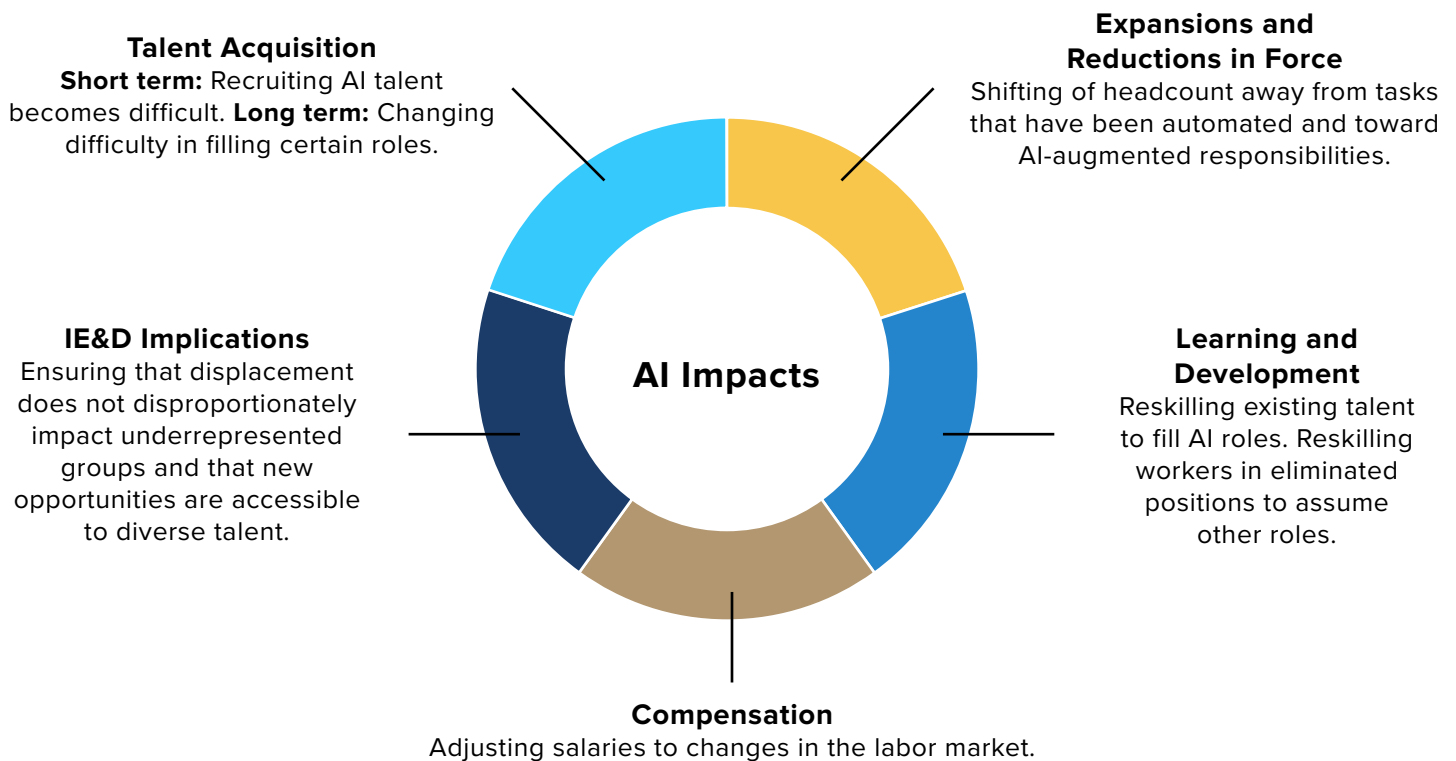
Rank	Company	Headquarters	Market Cap (in \$Millions)
1	Apple	U.S.	2,943,451
2	Microsoft	U.S.	2,432,503
3	Alphabet (Google)	U.S.	1,732,556
4	Amazon	U.S.	1,421,948
5	NVIDIA	U.S.	1,223,564
6	Tesla	U.S.	821,260
7	Meta Platforms (Facebook)	U.S.	770,957
8	TSMC	Taiwan	485,630
9	Tencent	China	395,505
10	Broadcom	U.S.	376,669
11	Samsung	South Korea	333,314
12	Oracle	U.S.	327,095
13	ASML	Netherlands	259,258
14	Adobe	U.S.	253,653
15	Alibaba	China	235,755
16	Cisco	U.S.	233,929
17	Salesforce	U.S.	216,325
18	Netflix	U.S.	192,866
19	AMD	U.S.	171,972
20	SAP	Germany	163,501
21	Texas Instruments	U.S.	153,156
22	Intuit	U.S.	150,065
23	Intel	U.S.	144,989
24	IBM	U.S.	133,617
25	Pinduoduo	China	130,853
26	Applied Materials	U.S.	127,580
27	Qualcomm	U.S.	126,990
28	ServiceNow	U.S.	121,398
29	Booking Holdings (Booking.com)	U.S.	115,032
30	Automatic Data Processing	U.S.	104,801
31	Sony	Japan	102,924
32	Meituan	China	102,311
33	Keyence	Japan	101,341
34	Schneider Electric	France	96,792
35	Uber	U.S.	96,534
36	Lam Research	U.S.	92,869
37	Analog Devices	U.S.	90,701
38	Airbnb	U.S.	84,125
39	Shopify	Canada	83,444
40	Micron Technology	U.S.	76,307
41	Fiserv	U.S.	74,397
42	Palo Alto Networks	U.S.	74,107
43	Equinix	U.S.	73,170
44	VMware	U.S.	72,937
45	Activision Blizzard	U.S.	72,378
46	Synopsys	U.S.	70,195
47	PayPal	U.S.	70,167
48	Tokyo Electron	Japan	69,331
49	KLA	U.S.	68,907
50	MercadoLibre	Argentina	68,333

Source: [Largest Tech Companies by Market Cap.](#)

# IMPLICATIONS FOR CHROs AND OTHER BUSINESS LEADERS

In the coming decade, CHROs and other business leaders will need to navigate a host of disruptions as GenAI adoption increases (see Figure 7). The first step is to evaluate the composition of your workforce: How exposed is your organization to GenAI? What are the most prevalent tasks, skills and roles in your organization today, and what tasks, skills and roles will be most important in the future? If your company sits in a highly exposed industry or has functions composed of at-risk roles, GenAI will be especially disruptive. In light of the so-called digital divide in Americans' access to technology, the potential exists for harmful effects to your organization's inclusion, equity and diversity (IE&D) efforts. Use your assessment to support your workforce planning and prepare for GenAI-related disruptions.

**FIGURE 7:**  
Implications of GenAI for HR functions



Reskilling and upskilling workers will become increasingly important as GenAI becomes central to business operations. Many roles will transform, and employees in them will require new skill sets. For example, traditional customer service roles may pivot toward managing chatbots or overseeing automated processes, and data analysts may transition to AI data specialists. In this dynamic landscape, blending in-house training with strategic external hiring will be pivotal to harness the full potential of GenAI innovations. Effective leaders will understand GenAI's potential, its limits and how best to integrate it into existing workflows.



As GenAI transforms roles, the skills that are most important and rewarded will evolve as well. For example, jobs specializing in the creation and management of AI tools may witness rising salaries due to the niche expertise they require. Skills associated with AI research, development and the practical application of AI tools in business settings will also see skyrocketing demand. Conversely, roles that rely on skills that GenAI can replicate will grapple with decreasing demand and pay (see Table 6).

As skill needs shift, employee learning and development curricula will need to evolve in parallel. Educational and training institutions will need to realign their offerings, focusing on fostering AI-centric skills and emphasizing the value of human-AI collaboration. Additionally, as AI disrupts traditional roles, the importance of uniquely human attributes such as critical thinking, empathy and adaptability will become even more pronounced. Businesses can achieve the best outcomes when they leverage both the capabilities of GenAI and the unique strengths of human intelligence. HR leaders can reference the list of skills in Table 6 to evaluate their organization's learning and development capabilities and revise trainings to align with the skills needed for the workforce of the future.



**TABLE 6:**  
Workforce skills that will increase/decrease in importance

**Increased Importance**

Skill	Description
AI literacy	Being familiar with AI basics, understanding its potential and limitations.
Systems evaluation	Assessing the performance of AI and predicting potential issues.
Data literacy	Interpreting vast amounts of data processed by AI.
Emotional intelligence	Engaging in invaluable human-to-human interactions requiring empathy and interpersonal understanding.
Continuous learning	Adapting to the rapidly evolving landscape of AI.
Critical thinking	Evaluating complex situations and AI-generated content or decisions.
Digital security and privacy	Safeguarding data and understanding the security implications of AI systems.
Creativity	Harnessing human creativity that surpasses AI's generative capabilities.
AI model training	Training, refining and improving AI models.
Neural network understanding	Grasping the intricacies of neural architectures and their applications.
AI optimization	Fine-tuning AI algorithms for efficiency and effectiveness.
Reinforcement learning	Harnessing this AI approach, which enables machines to learn through trial and error.
Natural language processing	Teaching machines to understand human language, a specialization in AI.
Generative adversarial network (GAN) skills	Understanding GANs, which can generate data mimicking real datasets.
Explainable AI (XAI)	Making AI decisions transparent and understandable to humans.

**Decreased Importance**

Skill	Reason for Decrease
Writing and basic content creation	GenAI can produce routine textual, visual or multimedia content.
Graphic design	AI-driven design tools can suggest color palettes, design logos and lay out webpages.
Research	GenAI can automate preliminary stages, including data gathering and basic analysis.
Web development	AI tools can auto-generate web layouts and produce code for common functionalities.
Coding	GenAI can produce standard code templates, reducing the need for basic coding.
Simple data analysis	AI's prowess in data processing may decrease demand for basic data analysis.

Despite the best efforts of savvy HR leaders, workforce reductions will become increasingly pressing as GenAI transforms the macroeconomic landscape. HR leaders must remember that layoffs are not the only downsizing option available; more subtle strategies, such as implementing hiring freezes and leveraging natural attrition, can be deployed to minimize disruption to employees. Reskilling may also be an effective alternative to laying off displaced employees. Helping these individuals transition to different roles via new tools and training opportunities can ensure continuity of experience and boost workforce morale. In this time of heightened disruption, the emotional toll of job insecurity will underscore the need for robust employee support systems, including mental health and transition programs.

GenAI’s proliferation has varied implications across the labor spectrum. Most clearly, GenAI-fluent tech talent will become highly sought-after. Health care practitioners (including nurses), social workers and other human-centric occupations currently experiencing labor shortages are not conducive to full automation. Meanwhile, information security professionals and actuaries might benefit from AI integration, alleviating labor shortages in these fields. In fields without current labor shortages that are exposed to GenAI, we are likely to see a labor surplus and an overabundance of professionals.

HR leaders must evaluate their talent pipelines to understand where they are currently experiencing talent shortages or surpluses and assess how GenAI may drive changes in supply and demand in those areas (see Figure 8).

**FIGURE 8:**  
Associations between degree of GenAI impact and labor shortages

		Low Labor Shortage	High Labor Shortage
Degree of AI Impact	High AI Impact	<b>Labor Surplus Created</b> Business and financial professionals Office and administrative support Web developers University professors Economists Writers, editors, journalists	<b>Labor Shortages Mitigated</b> Information security roles Speech-language pathologists Lawyers Actuaries Data scientists
	Low AI Impact	<b>Labor Insulated from Impacts</b> Construction workers Some repair workers Some technicians Laundry and dry-cleaning workers Sewing machine operators	<b>Continued Labor Shortages</b> Health care practitioners Health care support staff Skilled tradespeople Social workers Child care workers

GenAI will challenge HR leaders to maintain a commitment to inclusion, equity and diversity (IE&D). While it will be tempting to leverage AI for HR practices such as sourcing and assessing new hires, leaders must be mindful that GenAI tools are likely to replicate existing biases and may work against IE&D goals. Adjustments in hiring practices and revisions of IE&D metrics may be needed.

GenAI is redefining the landscape of the professional labor market. As we uncover its full implications over the coming years, HR leaders will be at the forefront of navigating the associated challenges and capitalizing on the opportunities GenAI presents. This transformation demands a recalibration of workforce composition and management, especially for companies in the Finance and Insurance sector and Professional Services sector. As organizations evolve, a holistic approach that blends technological innovation with investment in human capital will be paramount for a smooth and successful transition into the future of automated and AI-enabled knowledge work.

# METHODOLOGY

To construct GenAI exposure scores, researchers at The Burning Glass Institute use data made available by [Felten, Raj and Seamans](#). We build an AI exposure measure by linking common AI applications to occupational abilities using a crowd-sourced dataset. Then we aggregate the effect at the ability level to construct a measure that identifies the potential exposure of occupations to AI. We measure an occupation's aggregate exposure to AI by summing this weighted ability-level AI exposure across all abilities in an occupation. In an adjustment to Felten et al.'s (2018) methodology,<sup>1</sup> we scale the aggregated exposure to AI across all abilities by the weighted sum of the prevalence and importance of all abilities used in the occupation to account for the total required ability set within an occupation. This scaling then provides a measure of the relative exposure to AI.

The Burning Glass Institute applies these occupational AI exposure scores to company-level information available in [Lightcast Profiles](#) data. Using company occupational distributions for the years 2021 and 2022, we calculate an average company AI exposure score by multiplying the occupational shares by their AI exposure score. Each occupation is weighted by the share of the occupation's wage in total company wages. The final company score is a weighted average of the standardized occupational AI scores. This means that a score of 0 is considered average, while a score of -1 or 1 can be interpreted as one standard deviation below or above the mean.

We supplement this approach by creating two new measures of GenAI exposure by occupations. In this methodology, we base our assessment of task vulnerability to AI automation on the composition of tasks within an occupation. We use four criteria to evaluate tasks: physical presence requirements, error consequences, cognitive demand and cultural nuance understanding. We then assess tasks using AI tools and categorize them into three risk levels (low, medium, high). We resolve discrepancies using expert judgment and calculate the overall occupational risk by averaging task scores.

## **This approach, focused on assessing AI's impact on job vulnerability, involves:**

1. Creating a list of tasks AI can perform and detailing essential skills for each profession, often from job listings.
2. Breaking down roles into primary tasks and estimating time spent on each task.
3. Comparing AI capabilities with job-specific tasks, determining the level of overlap.
4. Aggregating the vulnerability metrics by various categories and classifying jobs based on their level of risk to displacement by AI, such as high, medium or minimal exposure.



<sup>1</sup>Felten, E.W., Raj, M., and Seamans, R. (2018). A method to link advances in artificial intelligence to occupational abilities. *AEA Papers and Proceedings*, 108, 54–57. <https://doi.org/10.1257/pandp.20181021>



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Situated at the intersection of learning and work, The Burning Glass Institute advances data-driven research and practice on the future of work and of workers. We work with educators, employers and policymakers to develop solutions that build mobility, opportunity and equity through skills.

CPR-230956



# Jacksonville Site Approval: Appendix C – External Research

March 1, 2024

# Executive Summary

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The UF Jacksonville expansion will support Florida's economy by educating the workforce to meet evolving skills and expertise needs in high-demand occupations across industries.

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- ❖ **UF Jacksonville Strategic Advantages:** UF is uniquely situated to bring new offerings to Jacksonville, given the combination of UF's program strengths and brand reputation, location relative to Jacksonville, and ability/interest to bring new programs and curricular innovation to the market quickly.
- ❖ **Current UF Capacity:** UF has strengths and readiness across Colleges and specialty fields aligned closely with Jacksonville employers' current and future workforce needs. Existing elective content in computer science (CS), artificial intelligence (AI), and data analytics can be paired with programs across disciplines, positioning UF well to bring these programs to Jacksonville while also meeting needs in nursing, dentistry, and other demanded specialty fields.
- ❖ **Jacksonville Demographics:** One third of the Jacksonville population is within the optimal graduate degree age range of 25 to 54. Only 11.9% of the regional population has obtained a graduate degree or higher, below the national average. Regional jobs grew 8% between 2017 and 2022, outpacing the national growth rate by 3.8%.
- ❖ **Target Market:** The UF Jacksonville campus has potential to serve a growing regional population *and* leverage brand reputation to reach national audiences of working professionals. In bringing high-quality, state-of-the-art, and in-demand programs to Jacksonville, the campus can cater to both audiences of learners who might want to upskill or make a career transition to or in Jacksonville.
- ❖ **Workforce Needs:** The development of the UF Jacksonville campus will also support regional workforce needs by catering programs to the growing number of companies planting roots in Jacksonville. Based on regional job postings, high-demand occupational categories align with UF competencies in healthcare, management, computer & mathematics, business, engineering, and legal fields.
- ❖ **Program Demand Outlook:** Kennedy & Company research indicates strong opportunities to incorporate CS, AI, and data science into fields such as business, law, and nursing where technology is expected to upend industry and training needs even more than it already has.
- ❖ **Growth Targets:** The UF Jacksonville campus could grow to 2,000 students by 2030 with a combination of national, regional, and industry demand for enrollments in multi-concentration programs such as a Master in Legal Studies or Master of Health Administration. Beyond this, corporate partnerships could bring in even more new students seeking both degree and non-degree education and training options.
- ❖ **Needs:** Resource and investment needs could be in the range of \$200M to \$400M to develop, attract, establish, and sustain a thriving campus community. UF Jacksonville aims to deliver state-of-the-art programs in an innovative 60K-100K square foot space to local, regional, and national learners for the benefit of both Florida's workforce and businesses.



# Overview

The Florida Chamber Foundation has identified four occupational areas that are suffering from a talent shortage. The University of Florida is positioned to help Jacksonville address these unmet demands with in-demand graduate offerings that support degree **and** skills attainment.



**Healthcare** is one of the largest and fastest growing job fields in Jacksonville, with 14% expected growth over the next ten years. It's also one of the highest paying occupations in the area. There is an estimated supply-demand gap of 32,000 healthcare professionals.<sup>1</sup>

**Management & Finance** jobs are projected to increase by 11% over the next three years in Jacksonville. These opportunities extend into financial institutions and services, compliance, and software development. There is an estimated demand-demand gap of 20,000 professionals in these fields.<sup>1</sup>



The field of **Information Technology** is expected to grow by nearly 20% over the next three years, driven by the emergence of AI. There is an estimated supply-demand gap of 10,000 professionals in IT fields.<sup>1</sup> As new technologies transform the pace of change in the workplace, this gap is expected to widen.

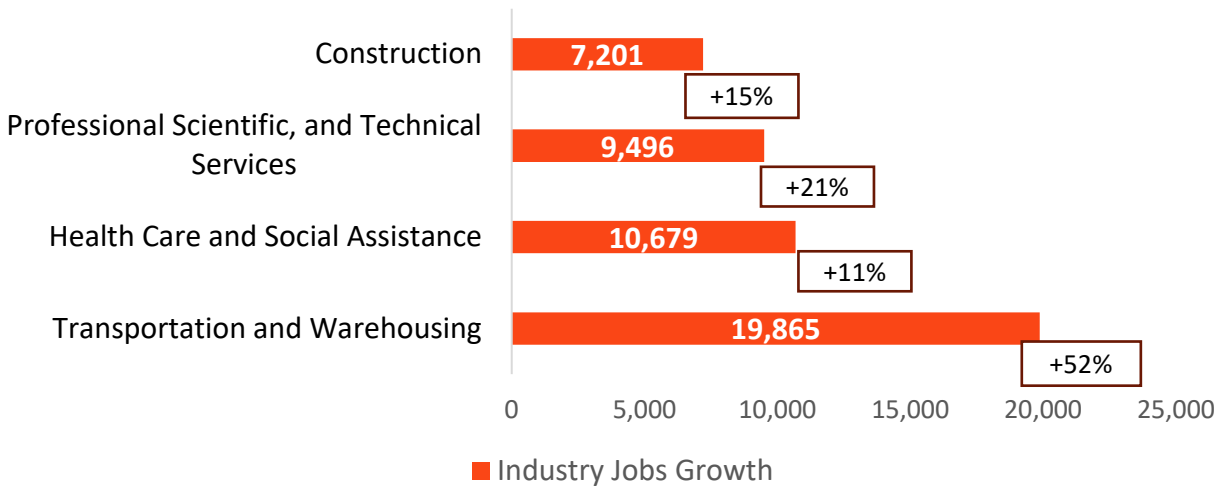
**Architecture/Engineering** jobs are also expected to grow, with an increasing focus on the adoption of technology and artificial intelligence to perform functions previously conducted by humans.



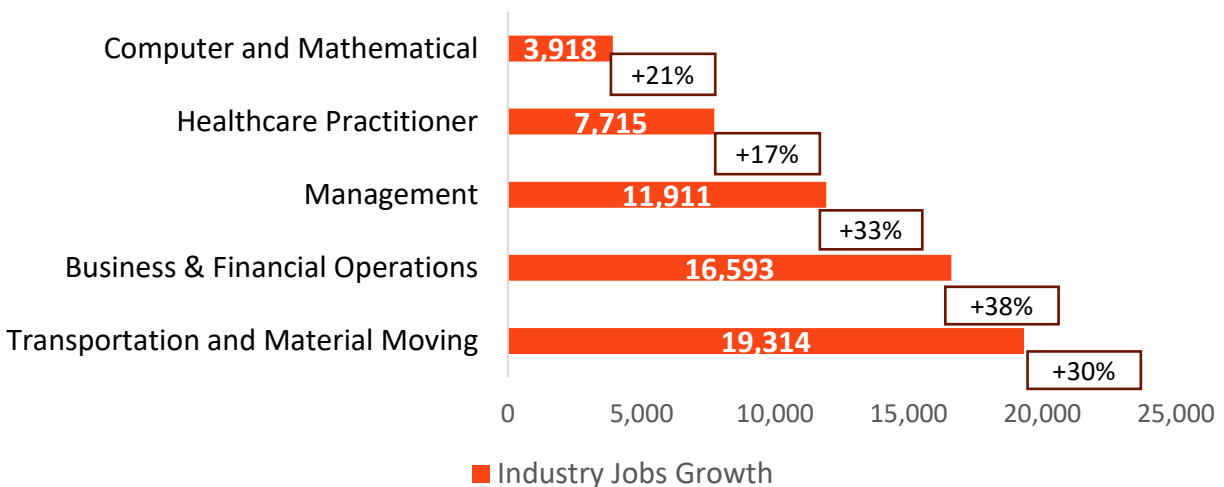
1. **Source:** Florida Chamber Foundation, Jacksonville Metro Skills Report

In partnership with employers and other institutions in the area, the University of Florida believes an expansion of its footprint in Jacksonville can leverage its strengths to bridge gaps in credentialing the growing workforce.

### INDUSTRY Jobs Growth (2017-2022)



### OCCUPATION Jobs Growth (2017-2022)



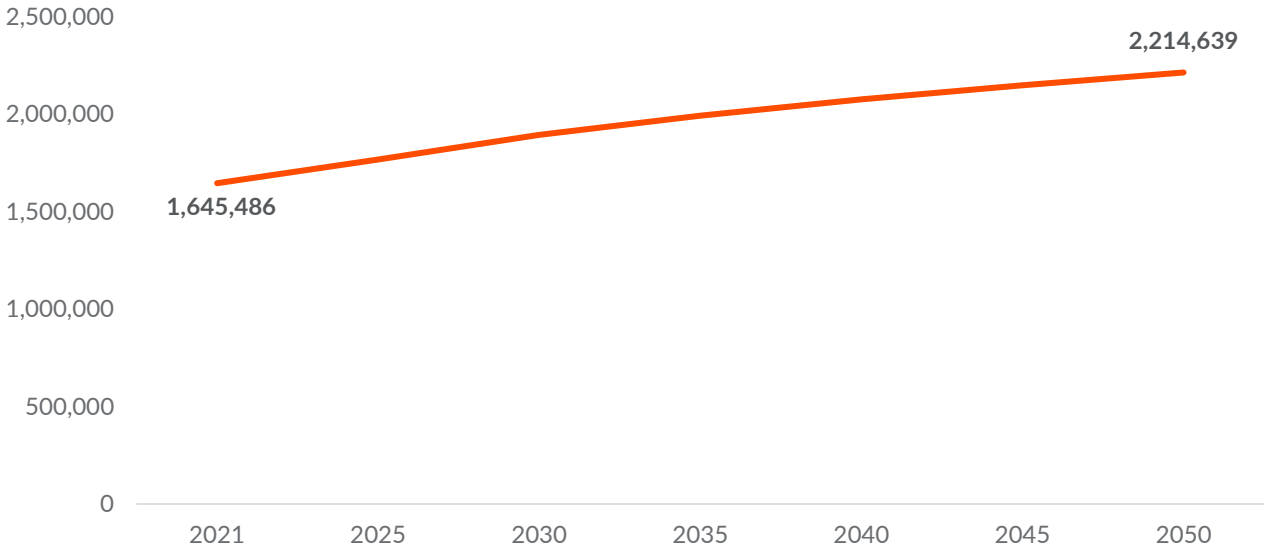
Though not all of these jobs will require advanced degrees – many will require specific skillsets that may benefit from upskilling, e.g. certifications, by the workforce.



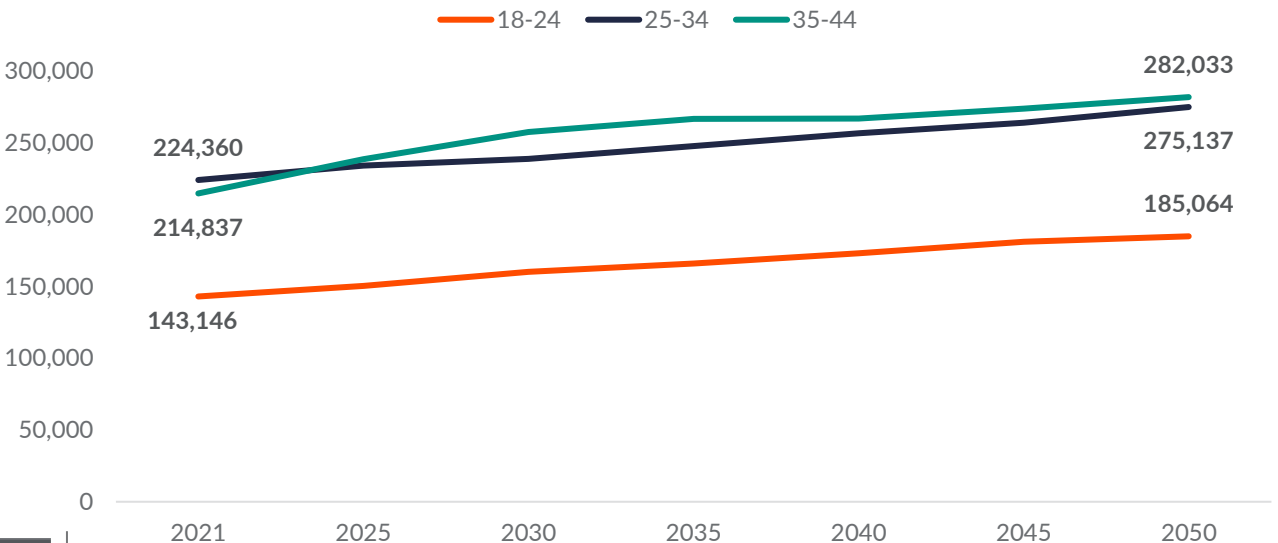
# POPULATION PROJECTIONS

The Jacksonville MSA is large and projected to grow significantly, with growth across the main age groups that might pursue college education. The overall population of 1.6 million as of 2021 is expected to reach 2.2 million by 2050 with a steady upward trajectory. The populations ages 25-34 and 35-44, which may be the most relevant for graduate degrees, are projected to grow as well with the 35-44 population projected to become the largest by 2050 (slightly passing the 25-34 group).

## POPULATION PROJECTIONS, JACKSONVILLE (2021-50)



## POPULATION PROJECTIONS BY AGE GROUP, JACKSONVILLE (2021-2050)



# Summary: Master of Science in Management, with Artificial Intelligence Concentration

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- ❖ **Overview of Opportunity:** In line with national trends, UF can rapidly enter the AI training market by launching a generalist AI in Business certificate program, before launching a 1-year MS in Management (MSM) program with AI focus in year 2 tailored to meet the needs of working professionals. Future AI offerings can adapt to other specialties in finance, logistics, and biomedical/health sciences or a one-year MBA.
- ❖ **Labor Market Demand & Industry Partners:** High levels of AI-related job growth are expected across the business and AI fields in Jacksonville and the state of Florida. In Jacksonville, there were 2,005 unique postings for AI jobs in 2023, while the number of jobs nationwide requesting skills in artificial intelligence and machine learning is projected to grow 16% in the next two years. As a result, local and national industry partners are stressing the need to establish AI training programs immediately.
- ❖ **Credential Demand:** National completions in AI programs have increased in each of the last six years, signaling consistent interest in AI knowledge and understanding. Growth in these credential markets is expected to continue, especially as the labor market seeks additional AI professionals. Incorporating AI into business fundamentals courses would appeal to Jacksonville's working professional community looking for a general business credential as well as those seeking to gain technical AI skills.
- ❖ **Competitive Landscape:** Despite significant interest from corporate partners, the Jacksonville region currently lacks a graduate degree program focused on AI, forcing interested individuals to search elsewhere for their credentials, including UF's national competitors. UF can distinguish itself in Jacksonville by becoming the only school in the region to offer graduate AI programming, especially through industry specific programs.
- ❖ **Internal Readiness and Other Considerations:** The Warrington College of Business has indicated a high level of preparedness to roll out AI programming starting in year 1. Warrington faculty have worked with both the technical and non-technical elements of AI and are confident in the College's ability to assemble and deliver AI content in the near term. There is also significant interest leveraging collaborative efforts with Wertheim's AI and computer science faculty to expand AI programs.

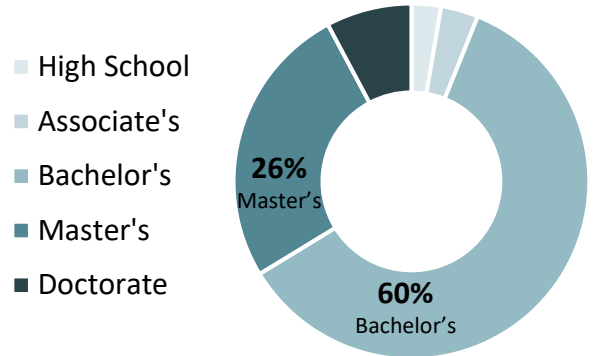
# Job Outlook: Master of Science in Management, with Artificial Intelligence Concentration

Twenty six percent of AI-related job listings in the Jacksonville region in the last year asked for a master’s degree. Listings also specify a background in computer science and finance.

**Unique Postings in Jacksonville MSA**

**24,300**

AI Postings By Education Level



## Top Growing Skills

- Computer Science (+27%)
- Finance (+27%)
- Data Analysis (26%)
- Accounting (+24%)
- Marketing (+23%)
- Auditing (+22%)

## Top Growing Occupations

Software Developers	+20.5%
Information Security Analysts	+18.7%
Software Quality Assurance Analysts	+17.0%
Computer and Information Systems Managers	+15.0%
Market Research Analysts and Marketing Specialists	+14.2%

## Job Growth 2022-2027

**8.8%**  
Jacksonville MSA

**9.8%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher

## MBA CONCENTRATION: ARTIFICIAL INTELLIGENCE AND ANALYTICS

### PROGRAM EXECUTIVE SUMMARY

**The MBA continues to be a sought-after degree by students and employers. However, the market and several institutions are moving toward the MS in Management as a more flexible option that enables multiple areas of focus including AI, Finance, Healthcare, etc. In the current environment there may be room in the market for both the MBA and MSM.**

- **Job Demand:** The standard MBA is the most mentioned degree / qualification in job postings in Jacksonville. And according to The Bureau of Labor Statistics, there will be 11.5 million data-related job openings by 2026, reinforcing the value of an MBA focused on expertise in AI.
- **Student Demand:** Institutions are beginning to recognize MBAs with an AI concentration as an emerging opportunity for students. The overarching field in which AI sits—Data Science—has seen a 968% jump in graduate degree conferrals in 2022.<sup>1</sup>
- **Market Share:** UF holds the greatest market share statewide, continuing to grow (+28% YOY in 2022).
- **Program Positioning:** AI is a new and emerging academic program – positioning this program in partnership with area company needs and plans related to AI can help the appropriately cater to the needs of the region.

1. Source: National Center for Education Statistics (NCES)

2. UNF likely lost Jacksonville market share due to a 59% conferral increase at Jackson University.

# AI MBA PROGRAM AND MARKET OUTLOOK

MBA demand remains strong from students and employers alike. Though MBA offerings are prevalent in Florida, Jacksonville has relatively lower levels of degree production in the space. An MBA focused on AI in Jacksonville addresses this market gap in alignment with the City's emerging workforce needs and economic development objectives.

**+13%** 10-year Projected Job Growth in Jacksonville

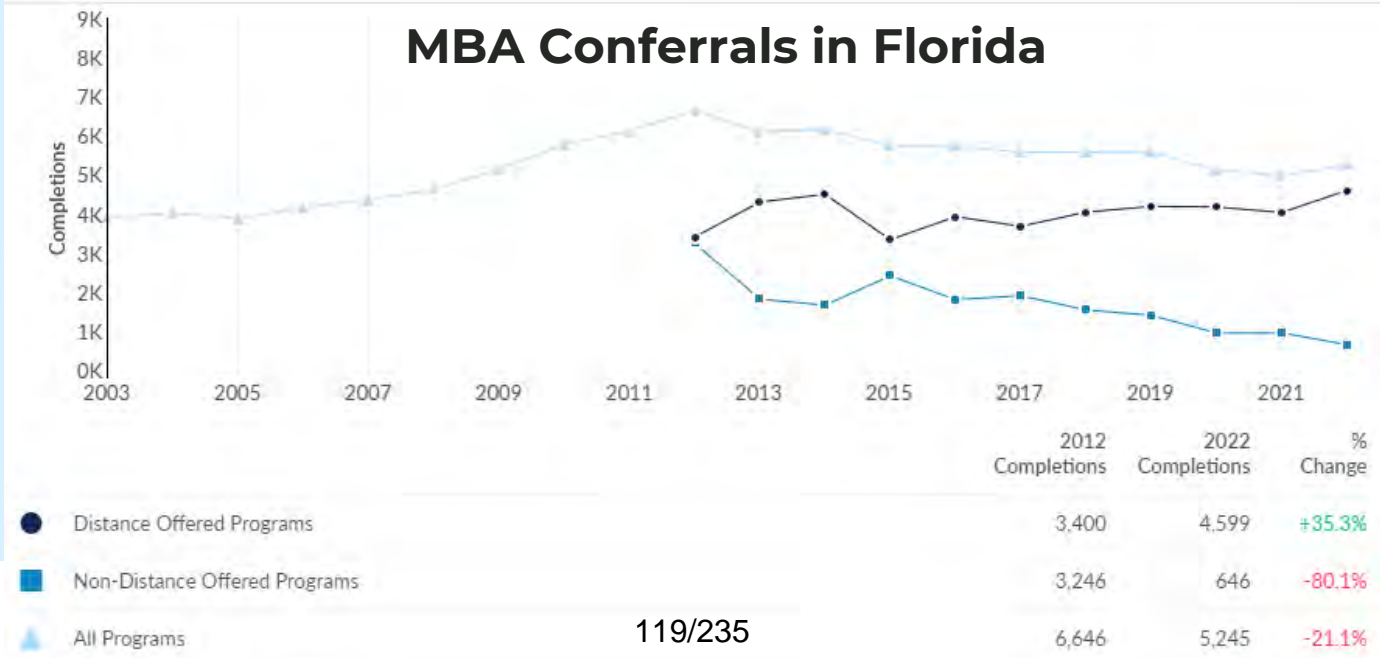
**+51%** MBA Degree Completions in Jacksonville over the last four years

**-6%** MBA Degree Completions in Florida over the last four years

Jacksonville is 5<sup>th</sup> in Florida for Job postings for qualified MBA graduates – preceded by Tampa, Miami, Tallahassee, and Orlando

Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		
Specialized Skills	Common Skills	Software Skills
Artificial Intelligence	Management	SQL
Machine Learning	Leadership	Dashboard
Computer Science	Operations	Power BI
Financial Services	Planning	R
Marketing	Decision Making	Microsoft PowerPoint
Agile Methodology		Tableau

Although recent conferrals for MBA's have declined nationally and in Florida, a review of job postings for data scientists shows that the MBA is the top credential employers are looking for behind only TS/SCI Clearance. Further, the MBA is the most mentioned credential employers seek among regional job postings





# Summary: Master of Business Administration with Concentration in Artificial Intelligence and Analytics

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- ❖ **Overview of Opportunity:** UF can offer a Master's in Business Administration (MBA) program in a variety of formats that may make sense in the Jacksonville market. Across modality and delivery formats (full-time, executive, etc.) these generalist business programs can include a variety of concentrations, combination degrees, or experiential learning in high-demand fields, such as AI and financial technology.
- ❖ **Labor Market Demand & Industry Partners:** There remains robust labor market demand for MBA graduates nationally. Within Jacksonville, the MBA is the most mentioned credential employers seek among regional job postings. As of 2022, roughly 2,700 unique posting sought business management credentials at the master's level from applicants.
- ❖ **Credential Demand:** There continues to be sufficient demand for MBA programs both nationally and regionally. Regional MBA completions have grown 27% since 2015, while national completions remained flat. This trend signals Jacksonville-specific demand that UF can meet without cannibalizing existing offerings in Gainesville.
- ❖ **Competitive Landscape:** The Warrington College of Business ranks 40<sup>th</sup> among national business schools. Other similarly ranked peers offer MBA programs, some of them completely online. Within Jacksonville, two institutions offer MBA programs in hybrid formats.
- ❖ **Internal Readiness and Other Considerations:** The Warrington College of Business already offers MBA programs ready for deployment in Jacksonville across formats: full-time, online, weekend professional, executive, combination degrees, and engineering partnerships. Content can be tailored for Jacksonville needs, especially to encompass new collaborative efforts with AI and engineering. Further, the MBA can serve as a flagship program, attracting attention to the variety of other programs UF's Jacksonville campus will offer.



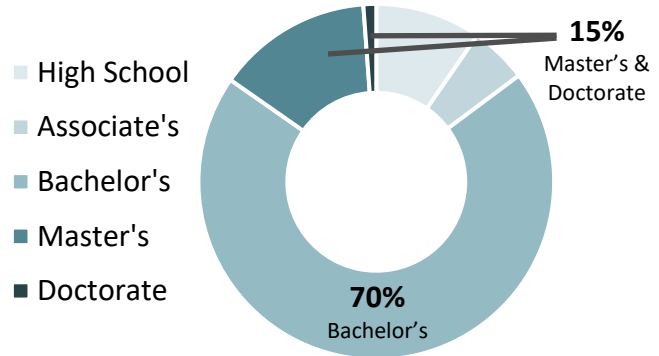
# Job Outlook: MBA with Concentration in AI and Analytics

Of the nearly 14,000 job listings related to business management in Jacksonville last year, over 2,700 looked for candidates with a master's degree.

**Unique Postings in Jacksonville MSA**

**13,900**

## Postings by Education Level



## Top Growing Skills

- Finance (+27%)
- Accounting (+24%)
- Marketing (+23%)
- Auditing (+22%)
- Project Management (+20%)
- Financial Statements (+20%)

## Top Growing Occupations

Securities, Commodities, and Financial Services Sales Agents	+17.9%
Marketing Mangers	+17.4%
Computer and Information Systems Managers	+15.0%
Market Research Analysts and Marketing Specialists	+14.2%
Financial Managers	+12.5%

## Job Growth 2022-2027

**9.2%**  
Jacksonville MSA

**10.3%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher



## MASTER OF SCIENCE IN ENGINEERING MANAGEMENT

### PROGRAM EXECUTIVE SUMMARY

**An Engineering Management program will address unmet student interest and employer need for data analytics and leadership skills in Jacksonville's growing technology sector.**

- **Job Market Demand:** The job market is strong and expected to grow by 24% over the next ten years, slightly outpacing the national rate of 23%. The market is expected to grow due to the expansion of the technology workforce, national infrastructure needs, and overall population growth.
- **Student Market Demand:** There is demand for both onsite and online programs. However, those programs offerings online, in some capacity, saw the most significant YOY growth.
- **Market Share:** Florida Institute of Technology and UCF have the 2<sup>nd</sup> and 3<sup>rd</sup> largest market share. Their strong YOY growth, 45% and 10% respectively, indicates an opportunity for additional program offerings.
- **Program Positioning:** Company and industry partnerships are valuable to understand the skills needs of employers – it will be important to articulate a clear value proposition to employers and students to differentiate UF in the current JAX landscape.



# ENGINEERING MANAGEMENT MARKET OUTLOOK

There are currently no MSEM programs offered in the greater-Jacksonville area. Program conferrals have grown by 10% across the state and the growth in demand for engineering management and data analytics – related occupations, in Jacksonville, is keeping pace with national projections.

**+23%** 10-year Projected Job Growth in Jacksonville

**+9%** Engineering Management Degree Completions in Florida over the last four years

**+10%** Increase in institutions offering Engineering Management Degree programs nationally over the last four years

Jacksonville is 5<sup>th</sup> Florida for Job postings for qualified Engineering Management graduates – preceded by Orlando, Miami, Tampa, and Tallahassee

Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		
Specialized Skills	Common Skills	Software Skills
Data Analysis	Operations	Microsoft Excel
Industrial Eng.	Mathematics	Warehouse Mgmt. Sys.
Business Metrics	Complex Problem Solving	Microsoft Office
Supply Chain	Planning	Power BI
Statistical Analysis		SQL
Comp Science		Mapping Software

Engineering Management is a growing graduate market in Florida, and UF is an established provider, with 12% of the total conferrals in 2022. The gap in the Jacksonville market provides and opportunity for UF to expand its EM program in alignment with Jacksonville’s needs, where related job demand is consistently growing.



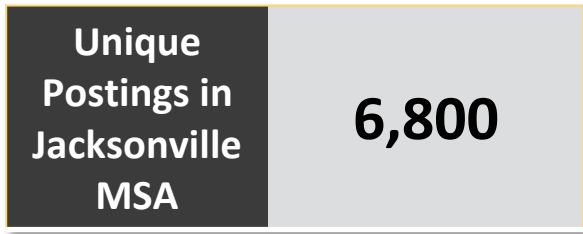
# Summary: Master of Science in Engineering Management

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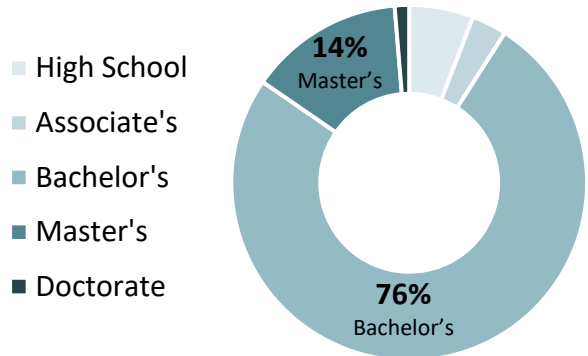
- ❖ **Overview of Opportunity:** The MS in Engineering Management (EM) complements the portfolio of programs being deployed in Jacksonville, as it serves regional industry needs in engineering and provides a steppingstone for the Wertheim College of Engineering to distinctly expand its nationally-recognized brand. The MS in EM can begin with a singular 30-credit program with a concentration in Data Analytics and expand to include alternative concentrations such as Smart Manufacturing and Financial Engineering.
- ❖ **Labor Market Demand & Industry Partners:** Graduates of MS in EM programs are equipped to enter various industries from finance/banking to manufacturing, healthcare, and aerospace where their technical skillsets are invaluable as database architects, industrial engineers, or other engineering fields. The Jacksonville market for associated jobs is expected to grow 16% by 2027, compared to 15% nationwide. Within Jacksonville, there already exists a quorum of top employers seeking graduates with technical ISE backgrounds in addition to those Wertheim has traditionally maintained strong industry partnerships
- ❖ **Credential Demand:** There is evidence to suggest strong market demand for the MS in EM credential both nationally and regionally. Nationally, 71 institutions offering Master's-level systems engineering programs awarded 2,159 degrees in 2022, and demand for this credential has grown by 5% since 2018.
- ❖ **Competitive Landscape:** Numerous national comparators offer programs comparable to the MS in EM, but no institutions in Jacksonville awarded this degree in 2022. While most national comparators offer programs in-person, some have online offerings and many tailor their programs to working professionals or those with limited engineering experience.
- ❖ **Internal Readiness and Other Considerations:** There is a high level of readiness to deploy the MS in EM as soon as Fall 2025. Much of the course content has been developed, and faculty members have expressed readiness to participate in the initiative. Further, Wertheim plans to leverage a successful model derived from the MS EM program in Orlando to identify corporate partnerships as a means of attracting enrollments and bolstering program growth.

# Job Outlook: Master of Science in Engineering Management

The job market for graduates of an MS in Engineering Management in Jacksonville is strong and will grow 16% by 2027. 14% of these jobs ask for candidates with master's degrees.



## Postings By Education Level



## Top Growing Skills

- Computer Science (+27%)
- Business Requirements (+24%)
- Software Development (+23%)
- Software Engineering (+23%)
- Systems Development Life Cycle (+21%)
- Project Management (+20%)

## Top Growing Occupations

Software Developers	+20.5%
Computer and Information Systems Managers	+15.0%
Industrial Engineers	+13.3%
Architectural and Engineering Managers	+9.7%
Computer Systems Analysts	+9.4%

## Job Growth 2022-2027

**16.1%**  
Jacksonville MSA

**14.6%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher



## MASTER OF SCIENCE IN COMPUTER SCIENCE

### PROGRAM EXECUTIVE SUMMARY

**The Computer Science program continues to be a strong offering across the country. With broad, growing demand in the Jacksonville region, there is an opportunity to capitalize on general and more niche concentrations, i.e., AI and management.**

- **Job Demand:** The demand for individuals with a degree in computer science is expected to increase over the next five years. While computer science as a skill is growing – management related skills, i.e., agile methodology, project management, are also growing in demand.
- **Student Demand:** Completions for Computer Science programs in Florida have experienced significant fluctuation over the last four to five years – in part due to the early impact the pandemic had on graduate education. Programs across the U.S. have experience YOY growth for both online and onsite offerings, +193% and 52% respectively. With the growth in the job market and the demand for more technical skills – continued growth is expected.
- **Market Share:** UF continues to control a large share of the market in the state of Florida, reporting the most computer science conferrals in the state seven of the last ten years.
- **Program Positioning:** The traditional Computer Science program is in demand and expected to grow but UF might consider ways it can capitalize on its management, AI, and cybersecurity offerings to bolster the relevance of the more traditional CS program.

# COMPUTER SCIENCE PROGRAM AND MARKET OUTLOOK

Overall employment in computer and information technology occupations is projected to grow much faster than the average for all occupations from 2022 to 2032. About 377,500 openings are projected each year, on average, in these occupations due to employment growth and the need to replace workers who leave the occupations permanently.

**+25%** 10-year Projected Job Growth in Jacksonville

**-11%** Computer Science Degree Completions in Jacksonville over the last four years

**+13%** Increase in institutions offering Computer Science programs nationally over the last four years

Jacksonville is 6th Florida for Job postings for qualified MSCS graduates – preceded by Orlando, Miami, and Tampa

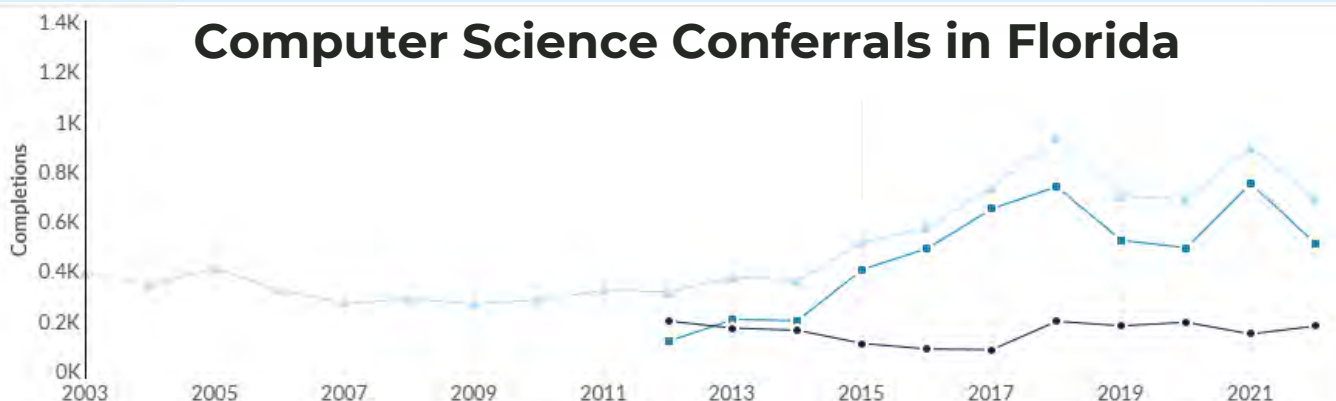
Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		

Specialized Skills	Common Skills	Software Skills
Computer Science	Information Technology	Microsoft Azure
Project Mgmt	Management	SQL
Agile Methodology	Leadership	Microsoft Excel
Microsoft Azure	Problem Solving	Java
Business Requirements	Planning	App Programming Interface
Finance		Microsoft Office

Many institutions, including the University of Florida, were affected by the downturn during the pandemic years – hence the fluctuation in program completions in 2022. The student demand, based on enrollments, have continued to experience high interest.

## Computer Science Conferrals in Florida



	2012 Completions	2022 Completions	% Change
Distance Offered Programs	198	178	-10.1%
Non-Distance Offered Programs	117	509	+335.0%
All Programs	315	687	+118.1%



# Summary: MS in AI in Biomedical and Health Sciences

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- ❖ **Overview of Opportunity:** As physicians continue to explore AI's applications in the medical field, an MS in AI in Biomedical and Health Sciences (BHS) stands out as an attractive candidate for UF's Jacksonville academic portfolio. Student demand for graduate credentials in this field is high and growing, with most medical informatics and biomedical science master's programs seeing consistent completions growth in recent years. The MS AIBHS would consist of 30 credit-hours covering areas such as biostatistics, AI ethics, and medical data analytics.
- ❖ **Labor Market Demand & Industry Partners:** AI has potential to be integrated into the healthcare industry to improve diagnostics, healthcare management, therapeutics, and clinical decision-making. Jacksonville's extensive network of health systems assures a steady supply of jobs in which graduates of a Jacksonville-based MS in AIBHS can meet these needs. Relevant jobs are projected to grow 13% in Jacksonville and 14% statewide, both outpacing national growth.
- ❖ **Credential Demand:** Jobs in the medical field are increasingly likely to ask for skills in automation, computer science, and data analysis, with 18% of these postings in 2023 asking for candidates with a master's degree or higher. As a result, master's completions in medical informatics and biomedical science programs increased by 38% between 2018 and 2022. UF can expect enrollments for an MS in AIBHS program to follow these strong national growth trends.
- ❖ **Competitive Landscape:** Despite the region's robust healthcare industry, interdisciplinary AI and Health Sciences training is still unavailable in Jacksonville. While there exist some master's programs in health informatics and biomedical data science across the nation, programs focused on AI in medicine are uncommon, and present an opportunity for the UF Jacksonville campus to differentiate itself on the national stage.
- ❖ **Internal Readiness and Other Considerations:** The curriculum structure is set, and course content is already in the academic approval pipeline. Program leads have also begun the self-supporting approval process. The courses are exciting, unique, and innovative. The 30-credit masters will include 10-credit hours of experiential learning opportunities in AI design and clinical AI design focusing on hands-on development and validation of machine learning solutions to real-world medical problems.

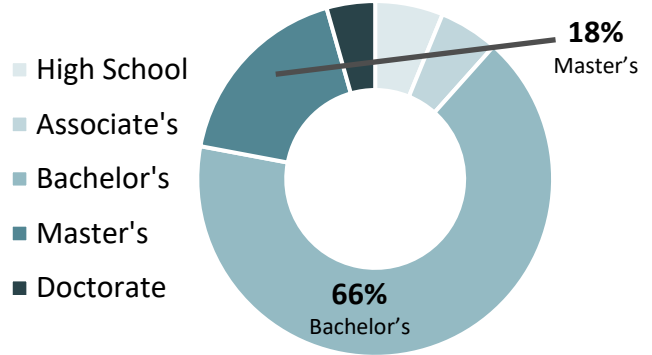


# Job Outlook: MS in AI in Biomedical and Health Sciences

The number of jobs related to AI and health sciences in Jacksonville is expected to grow 13% by 2027; 18% of these roles currently ask for a master's degree.

**Unique Postings in Jacksonville MSA**  
**4,900**

## Postings by Education Level



## Top Growing Skills

- Automation (+30%)
- Computer Science (+27%)
- Finance (+27%)
- Process Improvement (+27%)
- Data Analysis (+26%)
- Python (+24%)

## Top Growing Occupations

Data Scientists	+24.0%
Computer and Information Research Scientists	+21.9%
Database Architects	+19.5%
Medical and Health Services Managers	+19.2%
Medical Scientists	+16.9%

## Job Growth 2022-2027

**13.0%**  
Jacksonville MSA

**12.6%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher



## PHYSICIAN ASSISTANT PROGRAM

### PROGRAM EXECUTIVE SUMMARY

**There is a clear supply-demand gap for Physician's Assistants in and near Jacksonville and is one that will be exacerbated with impending retirements. With no institution invested in this area there is an opportunity for UF to fill this gap.**

- **Job Market Demand:** The demand for Physician Assistants is expected to grow much faster than the average for all occupations at 35 percent. Florida is fourth in the nation for the highest employment level in PAs.
- **Student Market Demand:** Demand by students interested in PA programs have seen a significant increase (+40%) in interest over the last five years. The pay for these positions and the fact that they can be trained more quickly than physicians has likely led to greater interest in the market.
- **Market Share:** Despite the expected growth and increased demand for Physician Assistants – there are currently no PA programs in the Jacksonville region. However, there has been an increase in PA offerings in Florida (+57%) over the last six years.
- **Program Positioning:** The University of Florida already has a medical presence in the Jacksonville region. With no competition with other PA programs, UF is in a prime position to lead the growth in healthcare providers in the area – aligning with the healthcare focus in Jacksonville.

# PHYSICIAN ASSISTANT MARKET OUTLOOK

Physician Assistant opportunities have and are expected to continue increasing across the board with a strong outlook for job growth and graduate program enrollment.

**+35%** 10-year Projected Job Growth in Jacksonville

**+37%** Physician Assistant Degree Completions in Florida over the last four years

**+30%** Increase in institutions offering Physician Assistant Degree programs nationally over the last four years

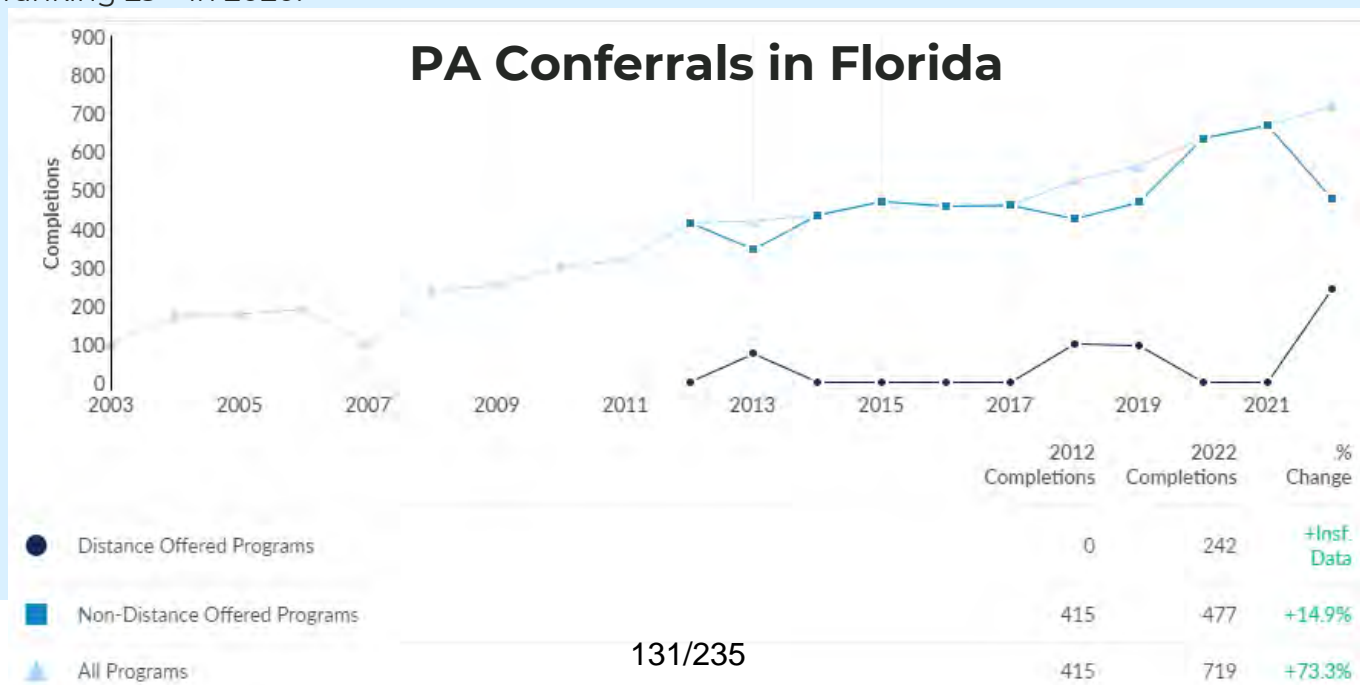
**4<sup>th</sup>** Jax is 4th Florida for Job postings for qualified Physician Assistant graduates – preceded by Tampa, Miami, and Orlando.

### Legend: Skill Demand Growth Relative to Market

Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Nursing	Management	Microsoft Office
Treatment Planning	Research	Microsoft PowerPoint
Patient Education & Counseling	Writing	Clinic Management Systems
Patient Treatment	Teaching	Patient Management Software
Pediatrics	Leadership	Electronic Health Record Applications

According to the Florida PA workforce survey, despite continued growth in conferrals, Florida's ratio of PAs to residents remains in the lower quartiles compared to other states, ranking 29<sup>th</sup> in 2020.







## MASTERS IN GENETIC COUNSELING

### PROGRAM EXECUTIVE SUMMARY

**Genetic counseling is a niche field that is expecting to continue seeing growth as technological innovations in genomics and precision medicine are providing more opportunities for varying types of analyses and treatment. The program will not be large, but it will fill an important gap in the healthcare industry.**

- **Job Market Demand:** The job market for Genetic Counselor is expected to grow by more than 30% over the next ten years.
- **Student Market Demand:** There are not currently a large number of Genetic Counseling programs offering in the U.S., however, demand for the degree is expected as job availability grows. This is evident by a nearly 30% increase in offerings between 2018 and 2022.
- **Market Share:** There is only one program in Florida with a current Genetic Counselor program (USF) and none in Jacksonville.
- **Program Positioning:** As the only program in the Jacksonville (and Florida at-large) UF would be positioned as the first-mover in this emerging discipline.

# GENETIC COUNSELING MARKET OUTLOOK

Genetic counselors are an important group of healthcare providers in the field of genetic and genomic medicine. With very few conferrals in Florida, and none in Jacksonville, UF is well positioned to meet an important healthcare need in a high demand geographic area.

**+31%** 10-year Projected Job Growth in Jacksonville

**+27%** Increase in institutions offering Genetic Counseling Degree programs nationally over the last four years

Jax is 4th Florida for Job postings for qualified Genetic Counseling graduates – preceded by Orlando, Miami, and Tampa

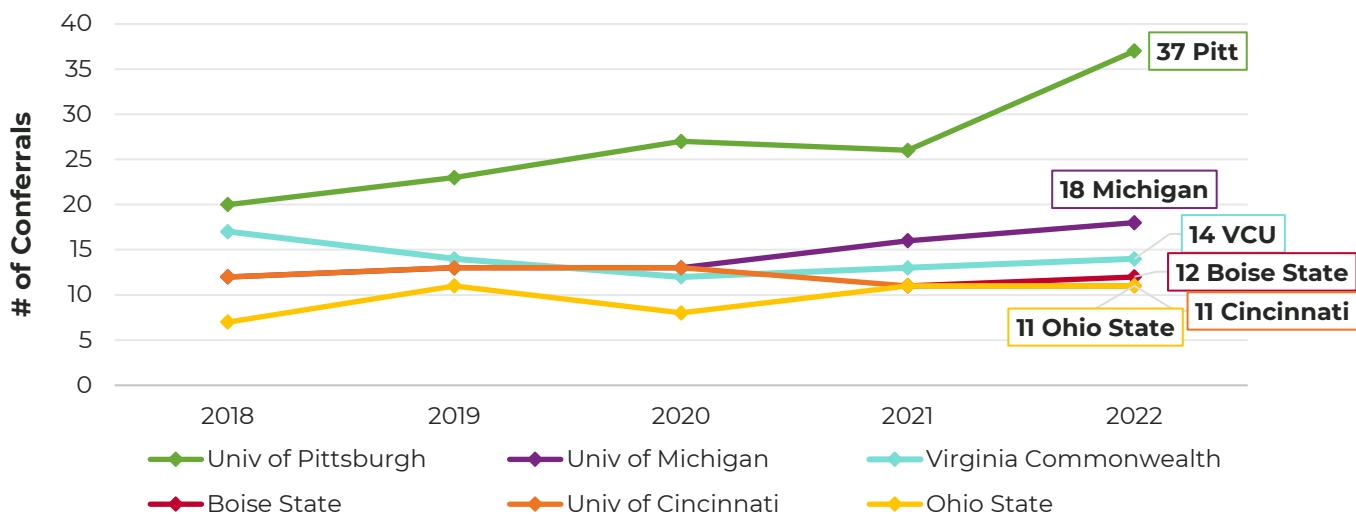
Legend: Skill Demand Growth Relative to Market	
Rapidly Growing	
Growing	
Stable	

Specialized Skills	Common Skills
Genetic Counseling	Composure
Genetics Testing	Self-Motivation
Medical History Documentation	Adaptability
Treatment Planning	Management
Ambulatory Care	Investigation
Business Requirements	

The shortage of genetics professionals coupled with a rapidly growing need has been described as one of the biggest challenges facing the field. There is currently 1 genetics professional per 300,000 individuals in the United States. In Florida, there was only 1 genetic counselor per 500,000 people in Florida, the lowest ratio in the United States.

**Top Public School Genetic Counseling Conferrals by Year (2018-2022)**





## MASTERS IN HEALTH ADMINISTRATION

### PROGRAM EXECUTIVE SUMMARY

**The MHA addresses a well-articulated need in the Jacksonville market for healthcare management professionals.**

- **Job Demand:** There is a market for individuals with management experience in healthcare in the Jacksonville area based on the pace of posting and hiring. However, the skills are beginning to lean more heavily into management as opposed to healthcare operations – prompting growth in healthcare management programs.
- **Student Demand:** Although there is significant competition in this space with health-related Management and MBA degrees, MHA conferrals have doubled nationally since 2012.
- **Market Share:** UF has the largest residential MHA program in the state of Florida.
- **Program Positioning:** Relationships with companies / healthcare providers is a selling point for competitors in the market – understanding needs and gaps in their needs compared to available graduates will be critical.



# MHA PROGRAM AND MARKET OUTLOOK

The MHA remains the standard for healthcare management. There may also be opportunity to leverage some MHA courses to offer specialized MBA programs that have a concentration in healthcare management.

**+15%** 10-year Projected Job Growth in Jacksonville

**+30%** MHA Degree Completions in Jacksonville over the last four years

**+80%** MHA Degree Completions in Florida over the last four years

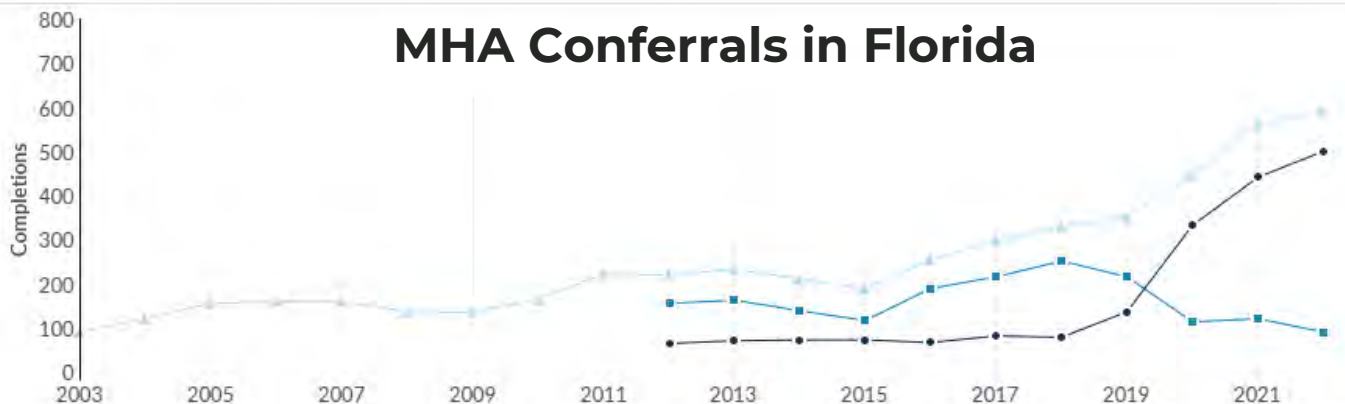
Jax is 4th Florida for Job postings for qualified MHA graduates – preceded by Orlando, Miami, and Tampa

Legend: Skill Demand Growth Relative to Market
Rapidly Growing
Growing
Stable

Specialized Skills	Common Skills	Software Skills
Health Administration	Management	Microsoft Excel & Office
Nursing	Leadership	Microsoft PowerPoint
Finance	Operations	Spreadsheets
Process Improvement	Planning	Microsoft Outlook
Billing		Statistical Software

The MHA market in Florida is comprised of high-credit, low-flexibility offerings, presenting the opportunity to disrupt this market with accelerated, accessible offerings.

## MHA Conferrals in Florida



	2012 Completions	2022 Completions	% Change
Distance Offered Programs	64	500	+681.3%
Non-Distance Offered Programs	155	90	-41.9%
All Programs	219	590	+169.4%

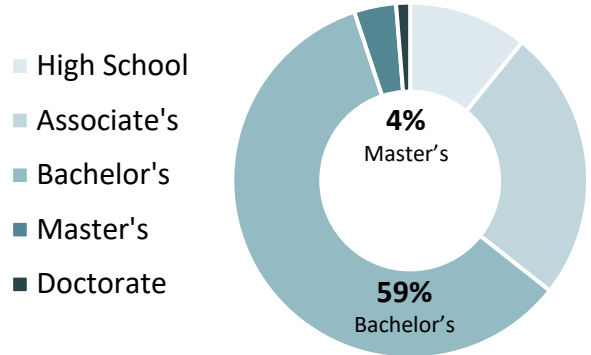
- ❖ **Overview of Opportunity:** UF's existing relationships with Jacksonville's growing healthcare industry make it well-positioned to launch the MHA for Executives program to provide highly sought-after management training to experienced healthcare professionals. The program would consist of 36-42 credits split up into 5-6 thematic areas, with classes being delivered in a hybrid format and students enrolling part-time or full-time depending on their needs.
- ❖ **Labor Market Demand & Industry Partners:** The number of healthcare administration jobs in Jacksonville stands at just under 44,000, 6% higher than the national average for areas of a similar size. These jobs are projected to grow 8% in Jacksonville by 2027, slightly outpacing national trends. With major healthcare players such as Baptist Health, HCA Healthcare, and Mayo Clinic in Jacksonville, the potential for comprehensive industry partnerships is high.
- ❖ **Credential Demand:** MHA completions have more than doubled in the last 10 years, increasing 68% since 2019 alone. This growth is largely driven by the proliferation of distance-offered MHA programs, signaling the importance of offering the MHA for Executives through a flexible format. The MHA for Executives would appeal both to healthcare practitioners seeking to sharpen their management skills and managers hoping to acquire industry knowledge.
- ❖ **Competitive Landscape:** Many of UF's nationally ranked comparator institutions offer flexible MHA programs geared for experienced professionals. Given Jacksonville's mature healthcare landscape and its relatively unsaturated market of MHA programs, expansion in this space would allow UF to make a splash and elevate its national profile.
- ❖ **Internal Readiness and Other Considerations:** Curriculum structure, course content have largely been developed and include innovative topics such as *AI in Managing Health Organizations*. By offering each thematic area as separate but stackable certificates, the MHA for Executives program would also appeal to professionals looking to sample the program or refresh their knowledge on specific topics.

# Job Outlook: Master of Health Administration

The fastest growing occupation for job seekers with a health administration credential was Medical and Health Services Managers, at nearly 20% in 2023.



## Postings By Education Level



## Top Growing Skills

- Marketing (+23%)
- Auditing (+22%)
- Nursing (+20%)
- Project Management (+20%)
- Care Coordination (+16%)
- Nurse Education (+8%)

## Top Growing Occupations

Medical and Health Services Managers	+19.2%
Human Resources Specialists	+9.5%
Medical Secretaries and Administrative Assistant	+8.6%
Human Resources Managers	+8.6%
First-Line Supervisors of Office and Admin Support Workers	+3.3%

## Job Growth 2022-2027

**8.4%**  
Jacksonville MSA

**8.3%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher



## MASTER IN STUDIES OF LAW

### PROGRAM EXECUTIVE SUMMARY

The MSL program targets non-lawyers seeking to gain legal and compliance-related skills, which are in relatively high demand. The program can be customized to specific industries and aligns well with the vision for adaptable, employer-aligned offerings at UF-Jacksonville.

- **Job Demand:** Demand for certain types of legal-related jobs are increasing while others are saturated in the market, e.g., more people graduate with JDs than there are openings for lawyers each year.
  - + Compliance officer jobs are expected to experience growth over the next several years.
  - + Florida is among the top five states where Compliance Officers are in demand
- **Student Demand:** Program conferrals have increased over the last four years with nearly 1,300 completions.
- **Market Share:** With just two institutions offering a MSL program there is space in the market for compliance focused MSL's across multiple industries including finance and healthcare.
- **Program Positioning:** Due to the level of flexibility offered by an MSL the degree is often positioned as an "add-on" credential for professionals and/or new entrants into a field. Compliance offerings in several areas, i.e., finance, healthcare, corporate, etc. are options.

# MSL PROGRAM AND MARKET OUTLOOK

There are approximately 50 institutions across the United States that offer a MA in Studies in Law (also known as Legal Studies) which represents a 50% increase from 2018-2022. Over that same period of time, conferrals have increased by 39% (1,279 completions) with an average of 26 completions per program.

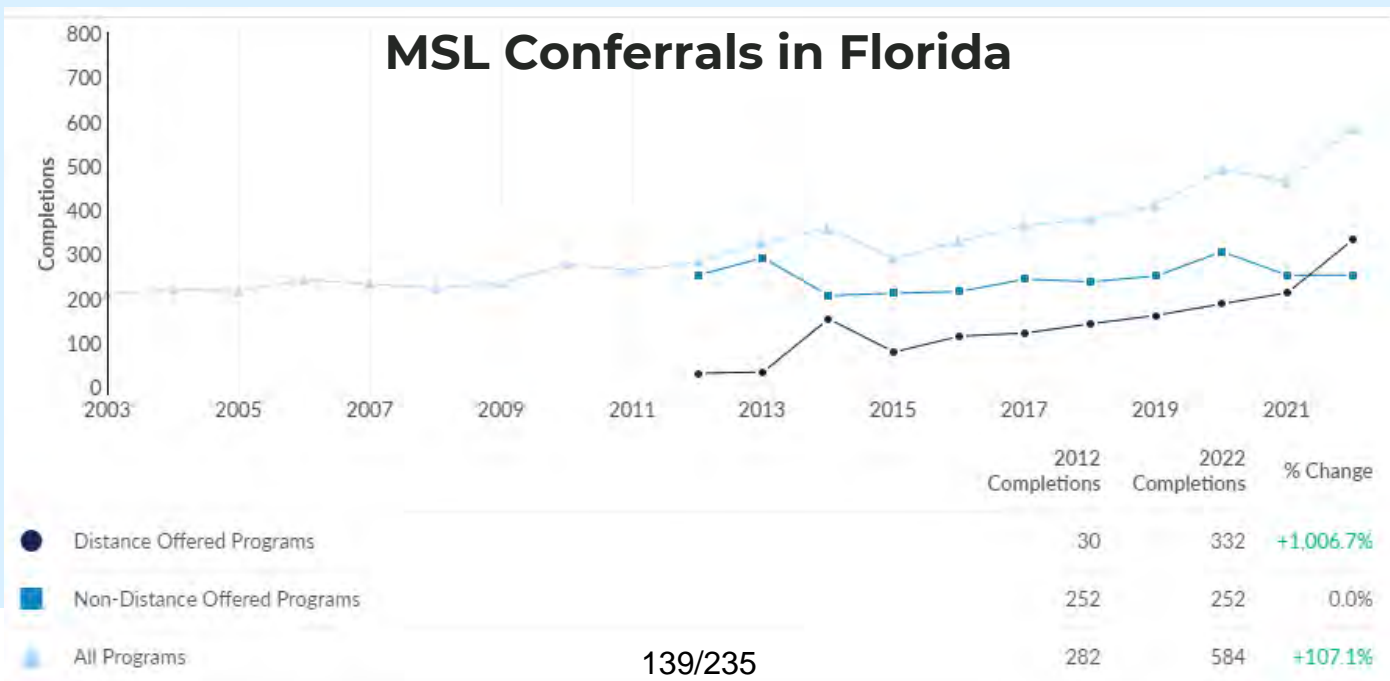
**+3%** 10-year Projected Job Growth in Jacksonville

**+39%** MSL Degree Completions in Florida over the last four years

Jacksonville is 4<sup>th</sup> Florida for Job postings for qualified MSL graduates – preceded by Orlando, Miami, and Tampa.

Legend: Skill Demand Growth Relative to Market		
Rapidly Growing		
Growing		
Stable		
Specialized Skills	Common Skills	Software Skills
Auditing	Management	Microsoft Excel
Finance	Operations	MS PowerPoint
Compliance Risk	Leadership	MS Office
Accounting	Research	MS Outlook
Project Management	Customer Service	PeopleSoft Applications

Master’s degree conferrals in the MSL space remained stable for many years but there has been substantial growth since 2012 with the emergence of online and hybrid program options.





# Summary: Master in Studies of Law

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- ❖ **Overview of Opportunity:** The MSL provides a compelling opportunity for UF's nationally ranked law school to enter the Jacksonville market as there is both labor market demand for the degree and interest from industry partners to generate reliable enrollments. In the short-term, UF can rapidly enter the market by offering an MSL with a compliance specialty and a natural expansion of specializations including taxation, with elder law and certificate options to follow.
- ❖ **Labor Market Demand & Industry Partners:** Over the next 5 years, jobs in this field are expected to grow 7% in Jacksonville and 9% nationally. Industry partners have already expressed interest in exploring partnerships under the compliance specialization which can kick off the enrollment pipelines early in the program's establishment.
- ❖ **Credential Demand:** There is strong credential demand for MSL programs in the state of Florida – since 2020, the number of Florida MSL awarded has increased by 87%, totaling 194 in 2022. The overwhelming majority of these completions are in distance-offered programs, indicating that students interested in MLS programs value the flexibility afforded by hybrid and online course formats.
- ❖ **Competitive Landscape:** Other law schools in Florida as well as several law schools ranked similarly to UF Law offer the MSL, though none are based in Jacksonville. There is robust opportunity for UF to differentiate itself as the only player in the Jacksonville market and by offering distinctive concentrations and first-rate industry partnerships.
- ❖ **Internal Readiness and Other Considerations:** Based on preliminary conversations there is ample ability to initiate an MSL program with a concentration in compliance as well as long-term viability of establishing concentrations elder law to support Florida's current and prospective retirees and taxation to leverage Levin's status as the #2 ranked Tax Law program in the nation. With its existing hybrid program offerings in the taxation LLM space, Levin also has a strong base from which to grow out its online teaching capacity.



# Job Outlook: MSL, Financial Compliance

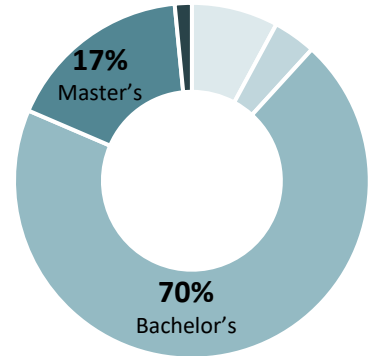
The number of jobs in Jacksonville in compliance and financial examination is expected to grow over the next 5 years.

**Unique Postings in Jacksonville MSA**

**5,700**

## Postings By Education Level

- High School
- Associate's
- Bachelor's
- Master's
- Doctorate



## Top Growing Skills

- Financial Analysis (+28%)
- Finance (+27%)
- Accounting (+24%)
- Marketing (+23%)
- Auditing (+22%)
- Financial Statements (+20%)

## Top Growing Occupations

Tax Preparers	+16.1%
Market Research Analysts and Marketing Specialists	+14.2%
Financial Managers	+12.5%
Real Estate Brokers	+12.3%
Financial Examiners	+11.4%

## Job Growth 2022-2027

**7.0%**  
Jacksonville MSA

**9.2%**  
Nationwide

Sources: Lightcast Results filtered by postings asking for a bachelor's degree or higher



# Jacksonville Site Approval: Appendix D – Letters of Support

March 1, 2024



March 1, 2024

Ben Sasse, President  
University of Florida  
Office of the President  
P.O. Box 113150  
Gainesville, FL 32611-3150

Dear President Sasse,

We're reaching out to add our endorsement for the planned UF graduate education and research center in Jacksonville.

Last year, we registered our strong support for a city ordinance appropriating funds for the University of Florida to establish a Jacksonville Urban Center. We applaud the city and the University of Florida leadership for initiating a plan that will create a multi-level higher education ecosystem that offers degrees and employment opportunities to meet the growing demand for talent in the region.

Jacksonville's prosperity depends on its ability to attract and retain skilled workers to the area. There is no doubt that our higher education ecosystem plays a pivotal role in preparing highly skilled workers to meet the demand of a growing business sector. Our business and population growth has resulted in an increased demand for highly skilled workforce/workers in a variety of areas. The region's universities have experienced increased enrollment and sought to meet the demand with the addition of new academic programs. Our region's workforce is one of the key reasons businesses relocate to Jacksonville and the same reason we lose some businesses to other cities.

Jacksonville is rapidly becoming a destination for companies in key sectors such as financial technology, biomedical manufacturing and healthcare delivery. As a result, the demand for highly-trained labor in those sectors is growing rapidly. Even with the addition of new academic programs, demand is outpacing supply for highly educated labor. Jacksonville's ability to continue to attract and retain businesses will suffer unless we meet the demand head on.

To meet these growing business demands, the City and all of our higher education institutions must work together and think creatively. We must look for opportunities to collaborate and partner with organizations and universities that offer opportunities that augment existing programs and or add new ones.



In this context, we have had a fruitful collaboration with you and your team over the past months. As discussed, every great city that has successfully created a high-tech research hub has done so with a complete “higher education ecosystem” that offers certification and degrees at every level. Thus, the University of Florida and Jacksonville will be its most successful when UF partners with and augments the robust higher education programs already offered at our regional universities. The University of Florida’s urban center program offerings should be carefully selected in order to augment and complement Jacksonville’s existing higher education ecosystem. UF should seek out opportunities to partner with UNF, JU, EWU and FSCJ to address workforce talent gaps in the region. We also noted that the University of Florida’s urban center should be located in Jacksonville’s urban core to further spur growth and density in our very large downtown.

In closing, we reiterate our strong support for your establishment of a UF Center and presence here in Jacksonville, and we look forward to collaborating with you in the time ahead to make it a success for both UF and the entire Jacksonville community.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric K. Mann", with a long horizontal line extending to the right.

Eric K. Mann  
Chairman

A handwritten signature in black ink, appearing to read "Dennis Whittle", with a stylized, cursive-like script.

Dennis Whittle  
CEO & President



February 29, 2024

Ben Sasse, President  
University of Florida  
Office of the President  
P.O. Box 113150  
Gainesville, FL 32611-3150

Dear President Sasse,

The Jacksonville Chamber of Commerce is proud to support the planned UF graduate and education center in downtown Jacksonville.

JAXUSA Partnership is the JAX Chamber’s private, nonprofit economic development division. Our mission is to be a catalyst for economic growth and maximize the region’s unique resources to aggressively recruit jobs and capital investment to our seven-county focus area in Northeast Florida. The quality of our workforce determines our region’s ability to attract new jobs and capital investment; therefore, JAXUSA Partnership is invested in education and workforce development. We actively engage our stakeholders in activities designed to align the emerging and existing workforce with employer demand. The need for a trained workforce that supports our targeted industries of Advanced Manufacturing, Logistic and Transportation, Life Sciences, Financial Services, Technology Services and Corporate Operations is of utmost concern to our businesses.

As we pursue our overarching mission to promote and develop this unique community, we know that nurturing talent including entrepreneurship and innovation are of the utmost importance. Part of this involves fueling our dynamic, future-focused, business climate with increasing educational resources and ever-more-skilled human capital. With its emphasis on research and education in high-growth and emerging fields, and its focus on AI, the UF center will contribute to these efforts.

As the center helps to spur entrepreneurship and innovation, it also promises broader sustained growth. The realities of today’s career progression increasingly require professionals across the career landscape to seek professional development again and again throughout their careers. UF’s programming will help to meet that increasing need -- while providing the academic credentials that are most relevant to the AI age.

The Urban Land Institute has called Jacksonville as a “Supernova City” for its sustained population growth, economic diversity, and employment. We are thrilled to stand with UF in making this community even more brilliant.

Sincerely,

Aundra Wallace, President  
JAXUSA Partnership



February 20, 2024

Ben Sasse, Ph.D.  
President  
University of Florida  
Gainesville, FL 32611

Dear Ben,

I am writing to express UNF's support for the education programming that the University of Florida plans to offer in downtown Jacksonville. The planned UF Jacksonville campus, with its focus on high-demand graduate degrees and programs that are additive and not duplicative of UNF programs, can help address the talent demands now emanating from one of the nation's top "Boomtowns" in terms of people, jobs, earnings, businesses, and economic growth.

UNF stands ready to form a strategic partnership with UF to identify and aggressively meet the burgeoning needs of business and industry, benefiting not only students and the communities along the Gainesville-Jacksonville corridor, but also our individual universities as well. We are excited, and committed to the development of an innovative, first-of-its-kind model of deep collaboration between two public research universities within the top-ranked state for education in the U.S.

We envision myriad ways our institutions can productively collaborate, including, for example, but not limited to:

- Jointly offered dual graduate degree programs, and development of articulations between our two universities' graduate programs in order to maximize the educational opportunities for students in the northeast Florida region and beyond. This would mean that for these dual degree programs, students from UNF and UF would have the ability to take agreed-upon courses from either university to fulfill the requirement of a degree delivered by their institution of record.
- Shared space for joint research centers where faculty from both institutions collaborate on jointly-funded grants – critically important as more and more funding agencies will not fund teams from a single university.
- Access to space in the new UF Jacksonville campus where UNF faculty can teach programs that do not compete with UF programs in Jacksonville.

I would like to suggest that we appoint a joint task force of leaders from each institution to work out a detailed plan for implementation of our collaboration.



There is no limit to the meaningful, student-centered, faculty and research focused joint ventures possible between our two great universities, especially in a geographic region currently experiencing rapid growth and hungry for professional excellence in the explosive fields of finance, information technologies, materials sciences, and health care writ large. We are convinced that by working together, UNF and UF can and will develop a collaborative model for higher education and a workforce pipeline that will set new standards, not only statewide but nationwide.

We at UNF truly support the University of Florida's efforts in Jacksonville and look forward to our partnership.

Sincerely yours,

A handwritten signature in blue ink that reads "Moez Limayem". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Moez Limayem, Ph.D.  
President  
University of North Florida

February 28, 2024

Ben Sasse  
Office of the President  
University of Florida  
P.O. Box 113150  
Gainesville, FL 32611-3150

Dear President Sasse,

On behalf of the District Board of Trustees and myself, I'm writing to express my support for the University of Florida to expand the educational programming by UF in the Jacksonville core downtown area.

With its focus on graduate and professional education, the UF campus will add complimentary programming and succession opportunities available for Florida State College at Jacksonville students and our sister institutions UNF and JU. We look forward to supporting the graduate programs, along with workforce-oriented and high-growth fields. Programs in the areas of engineering, artificial intelligence, FinTech, and MedTech will complement the offerings already available in Northeast Florida. I'm excited for the opportunity that graduates from FSCJ may have as they find their way to the UF graduate programs in the years to come.

As you well know, Jacksonville is a growing community with so much to offer in these professional fields and so many others. UF's presence along with FSCJ, UNF, JU, Flagler College, and other higher education institutions can only strengthen the educational eco system in our area.

Our city and state are poised for years of growth, and the downtown Jacksonville area is in the midst of urban renewal. With these exciting plans and the University of Florida's presence in the urban core we can make Northeast Florida a destination location for future companies, in addition to expansion of our current workforce opportunities and attracting new residents. We look forward to the partnership opportunities that UF's presence in Jacksonville will afford FSCJ students and our region.

Please feel free to contact me to strengthen our relationship at [John.Avendano@fscj.edu](mailto:John.Avendano@fscj.edu) or (904) 632-3222.

Sincerely,



John Avendano, Ph.D.  
President

February 28, 2024

Ben Sasse, President  
University of Florida  
Office of the President  
P.O. Box 113150  
Gainesville, FL 32611-3150

Dear President Sasse,

Brooks Rehabilitation has enjoyed a terrific relationship with the University of Florida over many years. We have worked closely with UF Health to treat patients in need of rehabilitation services from your hospitals in Gainesville and Jacksonville. In addition, we have a thriving research partnership with the UF College of Public Health and Health Professions (PHHP). The planned UF Jacksonville Center will create the opportunity to take this partnership to the next level, benefiting our community, Brooks Rehabilitation, UF, and, crucially, the patients who need rehabilitative care and treatment.

Our mission at Brooks is to empower people to achieve their highest level of recovery and participation in life through excellence in rehabilitation. Part of achieving this mission involves being on the cutting edge of patient-centered rehabilitative science. Building the presence of UF in Jacksonville advances our collaborative opportunities, enhances the critical workforce of the future and strengthens the potential for interdisciplinary research to advance clinical practice and rehabilitative care.

There is no question the planned UF Jacksonville Center will benefit our community. At Brooks, we recognize the importance and impact of our partnership with UF. Patient care and research is critical to achieving our mission and ensuring that our patients receive the most advanced care. Partnership with UF, a major research university, is critical for Brooks to achieve its potential and build upon our reputation as a leading rehabilitation provider. We enthusiastically support the UF Jacksonville Center.

Sincerely,



Doug Baer  
President & CEO



Anthony Jabbour  
Chief Executive Officer  
Dun & Bradstreet  
5335 Gate Parkway  
Jacksonville, FL 32256

February 12, 2023

Ben Sasse, President  
University of Florida  
Office of the President  
P.O. Box 113150  
Gainesville, FL 32611-3150

Dear President Sasse,

I'm writing to convey Dun & Bradstreet's strong support for the new University of Florida educational site being planned for downtown Jacksonville.

We believe the center will fill a number of critical needs for Jacksonville's fast-growing business community. These include workforce-oriented graduate degrees and certificate programs tailored to industry needs, research partnerships with local companies, and upskilling opportunities for local professionals in engineering, business, law and other professional fields.

Dun & Bradstreet is a data company, and we are especially enthusiastic about offerings in the fields of data analytics and artificial intelligence. These fields are experiencing accelerated growth, and we anticipate that we and other employers will be expanding hiring in these areas in the near future. We have been strongly collaborating with Kurt Dudas and look forward to partnering with the University of Florida on coursework that meets the needs of the Jacksonville business community.

Jacksonville is a large and dynamic city, experiencing rapid economic and demographic growth. The opportunities to expand education and workforce training are tremendous, and I believe there is very strong support among existing local higher education institutions, civic and industry partners for the University of Florida center. This center will help shape our citizens, businesses, and entire community for a more prosperous future.

We wholeheartedly support the University of Florida's efforts in Jacksonville and look forward to its continued development.

Sincerely,

Anthony Jabbour



**Do Good. Bank Better.™**

February 26, 2024

Dear President Sasse,

On behalf of VyStar Credit Union, please accept my warm regards and sincere appreciation for your leadership since assuming the role of President of the University of Florida.

At VyStar, we are committed to helping our members achieve their financial goals and building stronger communities for everyone. These efforts are at the heart of our purpose, which is to Do Good. We strongly believe the new UF educational center in Jacksonville will be instrumental in advancing these efforts.

VyStar was founded right here in Jacksonville in 1952, and we've grown and flourished with this city and region. With over 2,500 employees and more than 975,000 members, we're now the second-largest credit union headquartered in Florida and the 13th-largest credit union in the country. We continue to seek out more growth opportunities, more ways to support economic development and new tools to expand professional opportunities for our members and residents.

We believe the key to unlocking our community's full potential begins with education, and the UF center will help to bring about these and other positive impacts. Jacksonville is a fast-changing and fast-growing city, and it's clear that AI, data analytics and related developments will have a major impact on finance, health care, tech and other growth engines here and everywhere. We need to remain at the cutting-edge to stay competitive, and the center's planned workforce-oriented graduate degree programs will help ensure that outcome.

With more than 70 years of history here, we understand Jacksonville, and we have a feel for where this community is headed. Everything about the UF center synchs with what we know. We're happy to give you our full support.

Yours sincerely,

Brian E. Wolfburg  
President & CEO  
VyStar Credit Union



# Jacksonville Site Approval: Appendix E – Term Sheet 225 N Pearl St

March 1, 2024



February 28, 2024

Michael Corbitt  
Director of Real Estate  
JEA  
225 N. Pearl Street  
Jacksonville, FL 32202

**RE: SUBLEASE OF OFFICE SPACE LOCATED AT 225 N. PEARL STREET, JACKSONVILLE, FLORIDA 32202 (JEA HEADQUARTERS BUILDING)**

Dear Michael,

We are pleased to present the following “Term Sheet” which sets forth the terms and conditions under which the University would be willing to enter into a sublease of office space located at the JEA Headquarters Building. We are excited for the opportunity to locate within your building and look forward to working with you to achieve mutually beneficial terms.

**Property:** 225 N. Pearl Street, Jacksonville, FL 32202 [Parcel ID: 073794-0100], the JEA Headquarters Building.

**Premises:** Approximately 10,550 square feet on the 5<sup>th</sup> floor and further detailed in Exhibit “A” attached.

**Subtenant:** University of Florida Foundation, Inc., a direct support organization for the University of Florida (“UF”).

**Sublandlord:** JEA

**Sublease Term:** Thirty-six (36) months beginning upon Sublease Commencement.

**Sublease / Rent Commencement:** July 1, 2024

**Rent Structure:** Base Rent is a full service / gross lease rate and includes all operating expenses for the Premises / Property, including but not limited to utilities, janitorial, security system, internet, landscaping, building maintenance, etc.

Term	Time Period	Per Square Foot	Square Feet	Per Month
Initial Term	July 1, 2024 - June 30, 2025	\$20.00	2,900	\$4,833.33
	July 1, 2025 - June 30, 2026	\$20.60	6,170	\$10,591.83
	July 1, 2026 - June 30, 2027	\$21.22	8,470	\$14,976.37
Renewal Term 1	July 1, 2027 - June 30, 2028	\$21.85	10,550	\$19,213.78
Renewal Term 2	July 1, 2028 - June 30, 2029	\$22.51	10,550	\$19,790.20
Renewal Term 3	July 1, 2029 - June 30, 2030	\$23.19	10,550	\$20,383.90

Subtenant shall initially commit to 2,900 SF beginning upon Lease Commencement. The square feet listed in the above rent schedule is estimated and subject to change.

**Renewal Option:** Subtenant shall have three (3), one (1) year options to renew its entire Premises upon ninety (90) days prior written notice to Landlord and Sublandlord. The Base Rent for the renewal options shall be a continuation of the existing rental rate structure.

**Expansion:** Subtenant shall have the ongoing right to expand into available vacant space on the 5<sup>th</sup> floor. A projected Take Down Schedule is detailed in Exhibit "B" attached. Subtenant shall provide sixty (60) days prior written notice to Sublandlord for the expansion into available vacant space. Base Rent will adjust commensurate with square footage occupied and Term year Base Rental rate.

**Improvements:** Prior to Sublease Commencement or during the Term, Subtenant may have the need, at its sole cost and expense, to physically separate the Premises from JEA used space on the 5<sup>th</sup> floor or build-out improvements to suit the needs of Subtenant. In the event Subtenant is not able to occupy the Premises as outlined in the Take Down Schedule, Sublandlord, at its discretion and upon ninety (90) days prior written notice to Subtenant, may occupy a portion of the 5<sup>th</sup> floor (not to exceed 50%) that is not part of the Premises. Sublandlord shall warrant that all building systems shall be in good working order and in full compliance with all applicable code and inspection requirements upon initial occupancy by Subtenant. All improvements by the Subtenant or representatives shall be performed in good workmanship in accordance with the standards of a Class-A office building, and in full compliance with applicable codes and laws.

**Multi-Purpose Room:**

Subtenant shall have periodic access and use of the first-floor multi-purpose room commonly known as the "Boardroom". Subtenant's use of the Boardroom shall be subject to availability and prior notice / approval from Sublandlord. Use of the Boardroom shall be at no additional cost to Subtenant.

**IT Needs:** Subtenant shall schedule a meeting between Subtenant's and Sublandlord's IT departments to determine the most effective solution to accommodate UF's computer networking needs. Any costs associated with UF's IT needs shall be the responsibility of Subtenant.

**FF&E:** Sublandlord agrees to provide Subtenant use of the furniture, fixtures and equipment ("FF&E") located with the Premises. Subtenant shall coordinate with Sublandlord to further define the FF&E needs.

**Signage:** Subtenant shall be allowed to install signage, including trademark font and colors, on the building and monument (if any) subject to local ordinances, prior Sublandlord approval, and Master Landlord's sign criteria.

**Use:** General classroom and office uses, and such purposes as shall be permitted by applicable law, ordinances and regulations, provided other permitted uses do not conflict with the uses of any other occupants in the building.

**Security Deposit:** None.

**Termination:** Sublandlord and Subtenant shall have the ongoing right to terminate the lease with at least one-hundred eight (180) days prior written notice and/or as per the State of Florida lease standards.

**Parking:** Subtenant shall have use of up to one hundred fifty (150) non-reserved parking spaces within the Property's parking garage and at no additional cost to the Subtenant. Subtenant's parking shall be allocated to align with the Take Down Schedule and further defined below.

Term	Time Period	Square Feet	Parking Allocation	
			Monday – Friday (7am – 4pm)	Nights and Weekends
Initial Term	1-Jul-24 - 30-Jun-25	2,900	30 Spaces	60 Spaces
	1-Jul-25 - 30-Jun-26	6,170	50 Spaces	100 Spaces
	1-Jul-26 - 30-Jun-27	8,470	75 Spaces	150 Spaces
Renewal Term 1	1-Jul-27 - 30-Jun-28	10,550	75 Spaces	150 Spaces
Renewal Term 2	1-Jul-28 - 30-Jun-29	10,550	75 Spaces	150 Spaces
Renewal Term 3	1-Jul-29 - 30-Jun-30	10,550	75 Spaces	150 Spaces

**Access/Security:** Subtenant shall have 24/7/365 access to the parking and Premises. Subtenant shall assign a UF staff member as the single point of contact and work directly with Sublandlord regarding managing and maintaining access and parking badges.

**Sublease**

**Document:** Subtenant requires the use of the University's standard sublease document and mutually agreeable revisions are permitted.

**Representation:** Subtenant acknowledges that no real estate broker or agent has represented them in this transaction.

**Additional Provisions:**

1. Right to Assign & Sublease - Subtenant may assign or sub-sublease or otherwise permit occupancy of all or any portion of Subtenant's Premises to any related entity or affiliate of Subtenant with Landlord and Sublandlord's prior written consent.
2. Maintenance and Repair – Landlord and Sublandlord, at its cost and expense, shall keep and maintain in good order and condition, the Property and Premises, including but not limited to HVAC and all mechanical systems, utility systems, lighting, and exterior parking areas in accordance with the Master Lease. Subtenant shall operate and maintain the FF&E and Premises in good working order and communicate maintenance issues to Landlord and Sublandlord in a timely manner.

Michael, we appreciate the opportunity to present this Term Sheet for occupancy at your property and we look forward to working with you. If you are in agreement with the aforementioned terms and conditions,

please sign below and email to [tschneider@ufl.edu](mailto:tschneider@ufl.edu) on or before March 1<sup>st</sup>, 2024. Once the sublease terms are agreed upon, we will draft the formal sublease document for your review.

This Term Sheet is intended to be merely an expression of interest by the persons or entities signing or accepting this Term Sheet and, notwithstanding anything herein to the contrary, shall in no event be deemed to constitute a binding contract or other legally enforceable obligation between said parties as to such matters.

Sincerely,



Trevor Schneider  
Assistant Vice President, Office of Real Estate

AGREED AND ACCEPTED THIS \_\_\_\_ DAY OF \_\_\_\_\_ 2024.

**JEA "Sublandlord"**

Signature: \_\_\_\_\_

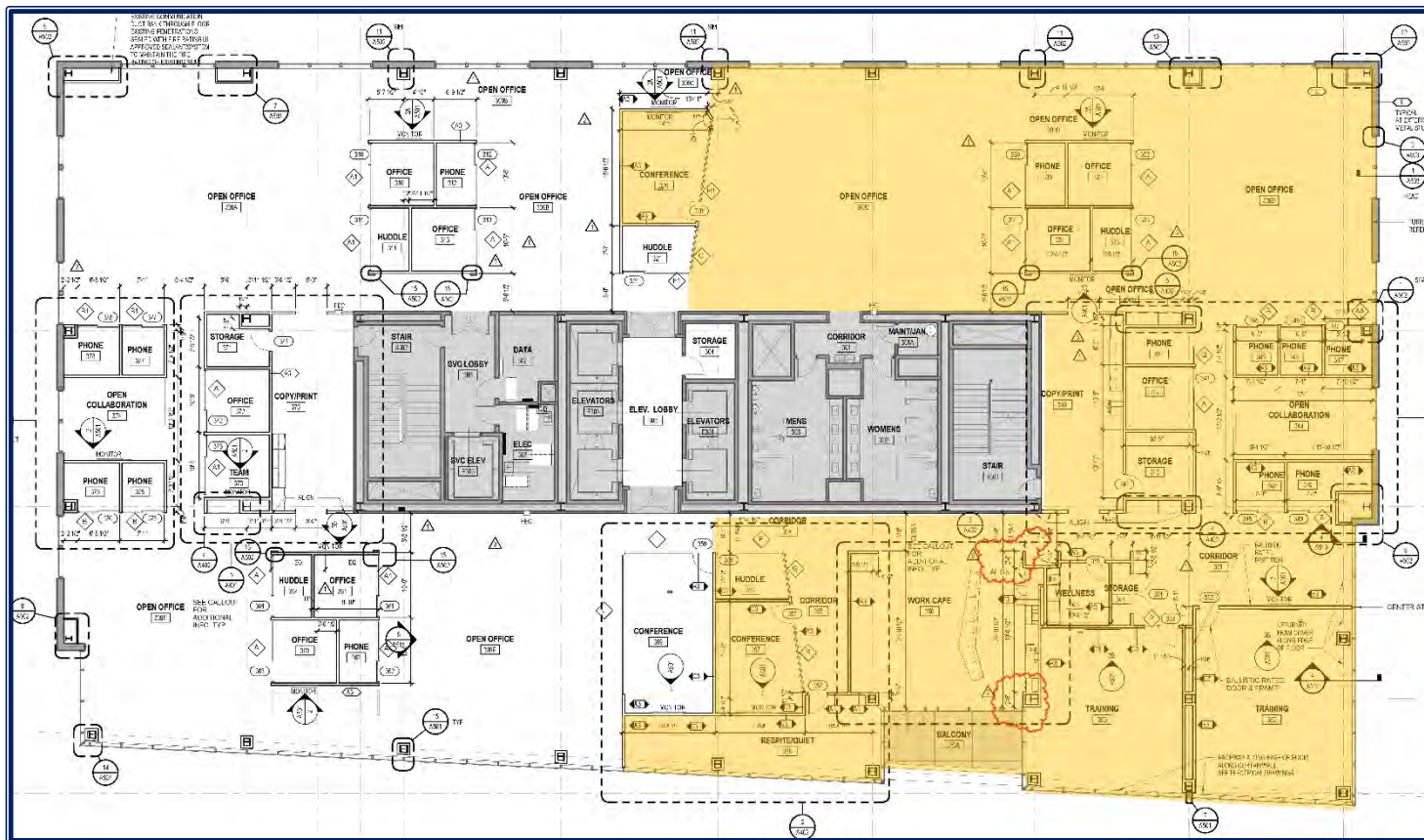
Print: Jay C. Stowe

Title: Managing Director/CEO

# EXHIBIT "A"

## Premises

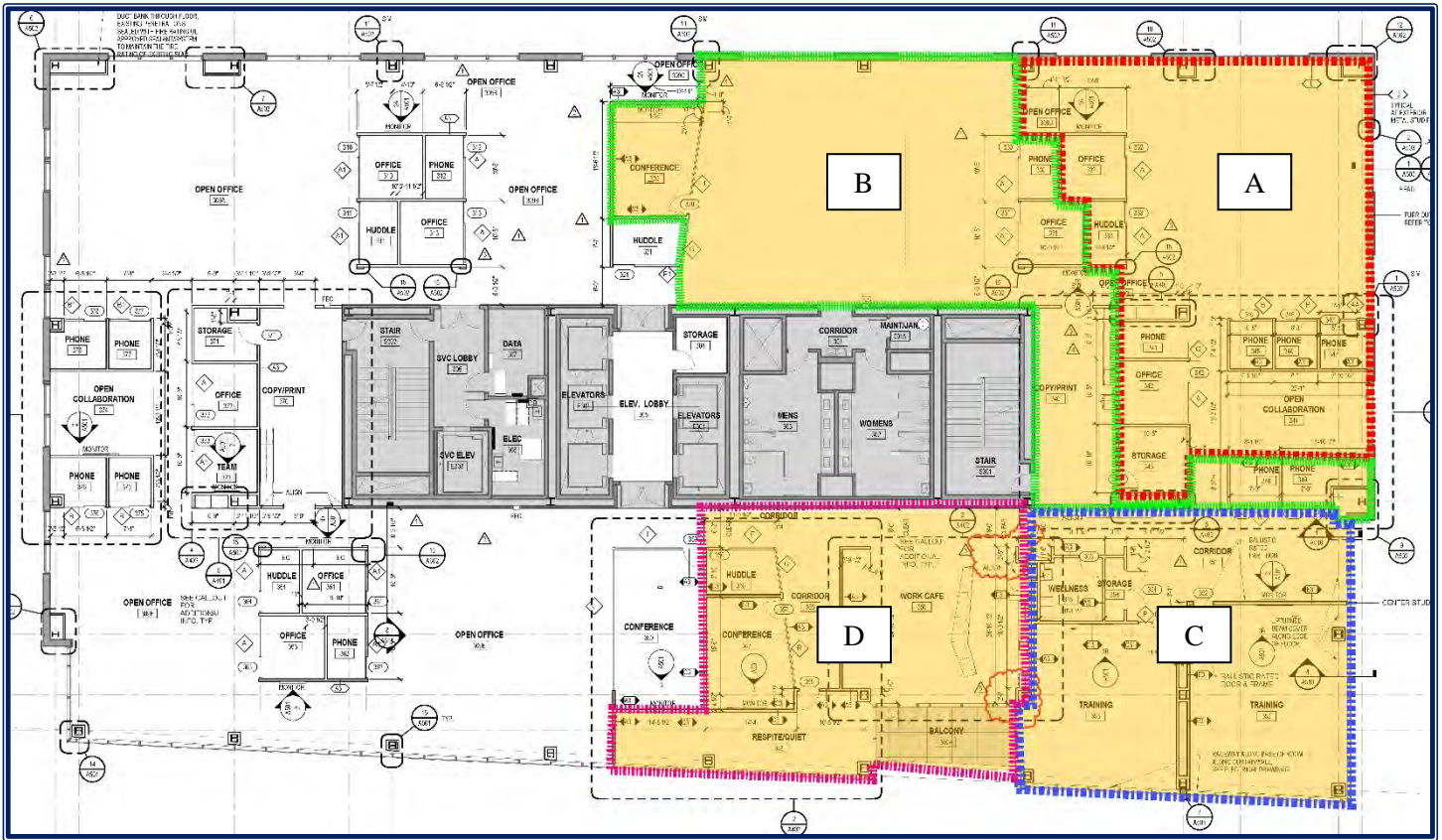
Located on the 5<sup>th</sup> Floor and highlighted below.





## EXHIBIT "B"

Takedown Schedule (subject to change based on Subtenant's needs)



- Space A – approximately 2,900 SF
- Space B – approximately 3,270 SF
- Space C – approximately 2,300 SF
- Space D – approximately 2,080 SF (*balcony not included in SF*)

*Projected Takedown Schedule (subject to change based on Subtenant's needs)*

Term	Time Period	Area	Square Feet
Initial Term	July 1, 2024 - June 30, 2025	A	2,900
	July 1, 2025 - June 30, 2026	A+B	6,170
	July 1, 2026 - June 30, 2027	A+B+C	8,470
Renewal Term 1	July 1, 2027 - June 30, 2028	A+B+C+D	10,550
Renewal Term 2	July 1, 2028 - June 30, 2029	A+B+C+D	10,550
Renewal Term 3	July 1, 2029 - June 30, 2030	A+B+C+D	10,550





**COMMITTEE ON ADVANCEMENT  
AGENDA**

**Thursday, March 7, 2024  
~10:55 a.m.**

**President’s Room 215B, Emerson Alumni Hall  
University of Florida, Gainesville, FL**

**Committee Members:**

Anita G. Zucker (Committee Chair), Richard P. Cole, Christopher T. Corr, James W. Heavener, Marsha D. Powers, Danaya C. Wright, Patrick O. Zalupski

- 1.0 Call to Order and Welcome ..... Anita G. Zucker, Chair
- 2.0 Verification of Quorum ..... Vice President Liaison
- 3.0 Review and Approval of Minutes..... Anita G. Zucker, Chair  
[December 7, 2023](#)  
[February 6, 2024](#)
- 4.0 Discussion Items ..... Anita G. Zucker, Chair
  - 4.1 Fundraising Update ..... Anita G. Zucker, Chair, and Maria Gutierrez Martin, Interim Vice President for Advancement
    - Fundraising Performance (July 1 – December 31, 2023)
    - New Gifts (December 2023 – February 2024)
  - 4.2 New Worlds Reading Initiative Overview ..... Anita G. Zucker, Chair, and Phil Poekert, Director, Lastinger Center for Learning
- 5.0 New Business ..... Anita G. Zucker, Chair
- 6.0 Adjourn ..... Anita G. Zucker, Chair



## **COMMITTEE ON ADVANCEMENT**

### **Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:21 a.m.**

**Time Adjourned: 10:27 a.m.**

#### **Committee and Board members present:**

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Patrick O. Zalupski.

#### **Others present:**

Ben Sasse, President; J. Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas; Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim CEO for UF Health Shands Hospital; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair Anita G. Zucker welcomed everyone in attendance and called the meeting to order at 10:21 a.m.

#### **2.0 Verification of Quorum**

Interim Vice President Maria Gutierrez Martin verified a quorum with all members present except for Trustees Corr and Heavener, who had excused absences.

### **3.0 Review and Approval of Minutes**

Committee Chair Zucker asked for a motion to approve the minutes of the June 8, 2023 Committee Meeting, which was made by Trustee Cole, and a second, which was made by Trustee Powers. Committee Chair Zucker asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

### **4.0 Discussion Item**

Committee Chair Zucker announced that gifts of private support received since the June meeting will be shared. Interim VP Martin added that all the highlighted gifts align with President Sasse's university priorities.

#### **4.1 New Gifts (June – November)**

Committee Chair Zucker and Interim VP Martin presented a high-level overview of several new gifts received over the past six months.

Schmidt Futures made a commitment for UF's Institute for Advanced Learning Technologies at the College of Education, which will utilize HiPerGator AI to double math learning progress with more than 420,000 students across the country. The gift is supporting College of Education faculty who are utilizing AI to promote enhanced math learning experiences for middle school students. UF is leading an interdisciplinary team that includes Vanderbilt, Duke, Stanford, and Accelerate Learning working together to develop this AI-powered program.

President Sasse remarked that the College of Education has been doing exciting and excellent work around math education for years. He noted that they did a great job in supporting Interim Vice President Martin and the Foundation in their pursuit of this relationship and underscored the value to us of the partnership with Schmidt Futures. This is the think tank of Eric Schmidt, the 17-year executive chairman of Google, who is still involved in Google. We are in conversations with several technology companies about what digital supports and tutors would look like for our students, so to have the philanthropic side of the organization via the Schmidt Foundation already engaged with UF is an exciting development.

Committee Chair Zucker added that she understands the importance and critical need for math and the increased great possibilities this presents for our students. Over the years when testing was necessary, math was one of the areas that students had the most trouble passing, especially algebra. The kind of work we have done at UF is amazing, and this adds a whole new and exciting dimension.

An Anonymous Donor made an investment in the College of Liberal Arts & Sciences Department of Astronomy, which will provide state-of-the-art facilities and support for faculty, post-doctoral students, and graduate students. The gift comes from a previous faculty member who is committed to offering activities that will connect faculty and students to applied research, especially partnerships with other UF departments.

The Glenn W. Bailey Foundation made a commitment to support STEM education fellowships and community programs at The Herbert Wertheim UF Scripps Institute for Biomedical

Innovation & Technology. The gift is designed to create a robust STEM learning initiative that builds on The Wertheim UF Scripps Institute's previous K-12 programs to provide greater access to career pathways for high school students up to postdoctoral researchers.

The Coastal Blood Foundation funded a Center of Excellence for Blood Disorders at UF Health Jacksonville that includes a named professorship. The gift will increase the visibility of UF Health Jacksonville at national and international levels in hematological disease treatment and research, and recruit and retain high-caliber faculty who will drive critical innovations tied to blood disorders. This builds on the Coastal Blood Foundation's previous support for blood transfusion medicine programs, education, and research at UF Health Jacksonville.

UF Engineering alumnus Sachio Semmoto established an endowment fund to be known as the Sachio Semmoto Chair of Electrical and Computer Engineering Endowment. The spendable income from the Fund will be used to support the Department Chair in Electrical and Computer Engineering in the Herbert Wertheim College of Engineering. Sachio Semmoto is the Chairman Emeritus of Renova, and he is considered a titan of the telecommunications industry in Japan.

#### **5.0 New Business**

Committee Chair Zucker noted that our fundraising teams continue to work hard on behalf of the University of Florida to identify new prospects, close gifts, and steward our donors. There will be more gifts to report at our next meeting.

#### **6.0 Adjourn**

There being no further discussion, Committee Chair Zucker adjourned the meeting at 10:27 a.m.

**COMMITTEE ON ADVANCEMENT**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 6, 2024**

**Time Convened: 10:18 a.m.**

**Time Adjourned: 10:30 a.m.**

**Committee and Board members present:**

Anita G. Zucker (Committee Chair), David L. Brandon, Richard P. Cole, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, and Danaya C. Wright.

**Others present:**

Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair Anita Zucker welcomed everyone in attendance and called the meeting to order at 10:18 a.m.

**2.0 Roll Call**

Committee Chair Zucker conducted a roll call, and all Committee members were present, except Trustees Corr and Zalupski.

**3.0 Review Draft Agenda for March Meeting**

Committee Chair Zucker noted the pre-meeting is for discussion only and no action will come to the committee. The following items were addressed by the Committee:

**3.1 Review Draft Minutes**

- December 7, 2023

Committee Chair Zucker reminded the committee members to review the draft minutes prior to the board meeting in March.

### **3.2 Review Discussion Items**

- **Fundraising Update (Performance and New Gifts)**

Committee Chair Zucker shared that she and Interim Vice President Maria Gutierrez Martin will report at the March board meeting on fundraising performance from July 1 – December 31, 2023, and new gifts received since the board meeting in December.

- **New Worlds Reading Initiative Overview**

Committee Chair Zucker noted that she and Director of the Lastinger Center for Learning Phil Poekert will provide an overview of the New Worlds Reading Initiative at the March board meeting. This is Florida's free at-home literacy program designed to help eligible VPK through 5th grade students bolster their literary skills, build reading confidence, and foster a lifelong love of reading.

Board Chair Hosseini commented this program was created by Former Speaker of the House Chris Sprowls. UF is delighted to manage this program and it is a life changer for young students to receive books monthly. It is an incredible and successful program with potential for expansion in the future. Committee Chair Zucker added this program was created from scratch. The Lastinger Center for Learning had to create how the program would work, who manages it, and how parents apply for books for their children. It was a major undertaking. This is an outstanding program that helps change the lives of children and helps parents play a role in what their children are reading. Board Chair Hosseini shared if Former Speaker Sprowls did not have confidence in UF's ability to execute, he would not have chosen us. The university leaders at the Lastinger Center have done an amazing job to make the program successful. Trustee Brandon agreed and indicated this program is one of Former Speaker Sprowl's most passionate not-for-profit projects. Committee Chair Zucker shared the program is funded by the state and UF Advancement fund raising. The state of Florida offered corporations tax credits if they donate to this program.

### **4.0 New Business**

Committee Chair Zucker shared Stand Up & Holler Gator Nation Giving Day will be February 15, 2024.

Board Chair Hosseini stated he expects a report on how much fundraising has been raised from July 1-December 30, 2023 and how much has been expensed from Committee Chair Zucker and Interim VP Martin at the March board meeting. The Board wants to ensure we are raising more money than we are spending.

### **5.0 Adjourn**

There being no further discussion, Committee Chair Zucker adjourned the meeting at 10:30 a.m.





**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS  
AND INTERNAL AFFAIRS  
AGENDA**

**Thursday, March 7, 2024  
~11:15 a.m.**

**President’s Room 215B, Emerson Alumni Hall  
University of Florida, Gainesville, FL**

**Committee Members:**

Morteza “Mori” Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, James W. Heavener, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

- 1.0 Call to Order and Welcome .....Morteza “Mori” Hosseini, Chair
- 2.0 Verification of Quorum ..... Vice President Liaison
- 3.0 Review and Approval of Minutes.....Mori Hosseini, Chair  
[December 7, 2023](#)  
[February 5, 2024](#)
- 4.0 Discussion Items.....Mori Hosseini, Chair
  - 4.1 UF Health Transition Committee Update.....Marsha Powers, Trustee
  - 4.2 Government Update.....Mark Kaplan, Vice President for Government and Community Relations and University Secretary
- 5.0 New Business .....Mori Hosseini, Chair
- 6.0 Adjourn .....Mori Hosseini, Chair



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS  
AND INTERNAL AFFAIRS**

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:46 a.m.**

**Time Adjourned: 11:27 a.m.**

**Committee and Board members present:**

Morteza "Mori" Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board and Committee Chair Hosseini welcomed everyone in attendance and called the meeting to order at 10:46 a.m.

**2.0 Verification of Quorum**

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except for Trustees Corr and Heavener who had excused absences.

### **3.0 Review and Approval of Minutes**

Board and Committee Chair Hosseini asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Patel. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

### **4.0 Action Items**

#### **GGRIA1 Direct Support Organizations Appointments**

Vice President and General Counsel Amy Hass summarized the 20 Direct Support Organization appointments before the committee for approval, including one for University Athletic Association, Inc., one for UF Investment Corporation, three for UF Historic St. Augustine, Inc., four for Cattle Enhancement Board, Inc., five for Citrus Research and Development Foundation, Inc., and six for Florida 4-H Club Foundation, Inc.

- University Athletic Association, Inc. (1): David Kratzer
- UF Investment Corporation (1): Robert Cousin
- UF Historic St. Augustine, Inc. (3): James Cusick, John Regan, Ken R. Smith
- Cattle Enhancement Board, Inc. (4): Clint Richardson, Bridget Carlisle Stice, Roger West, John Yelvington
- Citrus Research and Development Foundation, Inc. (5): Matthew Machata, Ron Mahan, Morgan McKenna Porter, Sarah Spinosa, Matt Story
- Florida 4-H Club Foundation, Inc. (6): Ronda Banner, Betsy Barfield, Isaac E. Chandler, Todd Parrish, John Rutledge, Becky Sponholtz

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA1 which was made by Trustee Cole, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA2 Collective Bargaining Agreement-Graduate Assistants United**

VP Amy Hass stated UF has reached a tentative Collective Bargaining Agreement (CBA) with Graduate Assistants United (GAU). She highlighted this agreement would increase the minimum graduate stipend for 9-month graduate assistants from \$17,000 to \$19,200 and for 12-month graduate assistants from \$22,753.85 to \$25,600. The FTE criteria is a .5 FTE for these types of appointments. In addition, the CBA would include a merit increase of \$400 for 9-month graduate students and \$533.33 for 12-month graduate students. She stated this CBA clarifies that graduate students' outside activities will follow the same process as other UF employees, as outlined in UF's Conflicts of Interest and Conflicts of Commitment Policy. She noted if the CBA is ratified by the Board, the changes would be effective retroactively to October 1, 2023 when GAU reached the tentative agreement with UF administration.

Board and Committee Chair Hosseini commented that the Board has heard complaints from graduate students about stipend and FTE levels and that he is pleased that this agreement

addresses those concerns. He emphasized the importance of our graduate students as one of the biggest assets at UF, and they make up 1/3 of the students at the university. He thanked President Sasse for his support in reaching this agreement. Trustee Cole agreed that this agreement accomplished addressing the graduate students' concerns. Board and Committee Chair Hosseini added that this agreement with the graduate students will help us in the future to sustain us as an elite university and continue to expand our research.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA2 which was made by Trustee Cole, and a second, which was made by Trustee Patel for recommendation to the Board for its approval on the Consent Agenda.

Trustee Wright thanked the Board for supporting the graduate students and added the next focus should be on graduate student housing. Board and Committee Chair Hosseini noted that graduate student housing is on the Board and president's radar, but it will take time. He is hopeful this issue will be taken care of in the next few years.

Board and Committee Chair Hosseini asked for further discussion. Hearing none, he then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA3 Collective Bargaining Agreement-American Federation of State, Country & Municipal Employees, AFL-CIO**

VP Amy Hass summarized UF has reached a tentative Collective Bargaining Agreement (CBA) with American Federation of State, Country & Municipal Employees, AFL-CIO (AFSCME). The CBA must be ratified by the Board to be official. She stated this agreement includes the remaining 250 USPS employees represented by a union. She highlighted this agreement would amend the non-discrimination article to match the definitions in the UF regulations, it clarifies that employees who work during emergencies will receive compensatory leave and overtime pay based on actual hours worked, it permits the UF units that have Emergency Call-Back programs to provide additional pay or benefits under those programs, and it permits employees to participate in UF's higher education opportunities program.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA3 which was made by Trustee Brandon, and a second, which was made by Trustee Cole for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA4 Collective Bargaining Agreement-United Faculty of Florida-UF Chapter**

VP Amy Hass stated this action item was not discussed at the November 13, 2023 pre-meeting due to the administration and the faculty union reaching a tentative agreement after that meeting took place. She noted we have faculty in a union at UF in the colleges of Business; Education; Design, Construction, and Planning; Liberal Arts and Sciences; Engineering; Arts; Health and Human Performance; and Libraries. She summarized this tentative agreement is to amend Article 24 of the Collective Bargaining Agreement (CBA) to provide 2023-2024 salary increases to in-unit faculty. The amendment would provide a 3.2% merit pool for salary increases

for faculty in the in-unit colleges. This merit pool is consistent with the merit pool allocated to faculty in the non-union colleges. United Faculty of Florida-UF Chapter (UFF-UF) has ratified the amendment through a vote of faculty in the union. She noted if the CBA is ratified by the Board, the changes would be effective as of October 1, 2023.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA4 which was made by Trustee Cole, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **GGRIA5 UF Regulations**

VP Amy Hass summarized the three UF Regulations amendments: 3.020, 4.040 and 7.010.

3.020: The proposed regulation amendment implements the recent update to BOG Regulation 18.001 related to the increase in the competitive solicitation threshold for UF's purchase of commodities or contractual services.

She noted the only update to this regulation is the increase in our bidding threshold from \$75,000 to \$150,000 to align with the recent update to BOG Regulation 18.001.

4.040: The proposed regulation amendment updates UF Regulation 4.040 to expedite resolution of cases for students and faculty; better align the Honor Code and Conduct Code; improve consistency among processes; incorporate and account for student use of artificial intelligence; add a new violation for purposeful spiking of food or drink of another with mind altering substances; and update some outdated references.

She stated this regulation proposes amendments to our Honor Code and Conduct Code. She noted we update this periodically to achieve more efficiencies and to move students through the process more expeditiously. These amendment updates would better align the Honor Code and Conduct Code to improve consistency among those two processes.

7.010: The proposed regulation amendment allows the University to create a policy implementing the post-tenure review requirements set forth in BOG regulation 10.003.

She stated this regulation amendment allows the University to implement post-tenure review requirements to align with legislation and BOG regulation 10.003 that was passed earlier this year. The changes will include an amendment to our existing regulation for faculty evaluations that inserts our requirement to engage in a post-tenure review process. The regulation explicitly says that faculty will be evaluated only with respect to their assigned duties, history of professional conduct and performance of academic responsibilities and their compliance with state law, Board of Governors' regulations, and university regulations and policies. Matters such as political opinions, outside activities, expressive viewpoint, ideological beliefs, subject-matter discipline, and academic interests are not appropriate matters for evaluation. She added there is a metrics evaluation process in development with input from President Sasse, UF

Administration, and faculty with a goal of reporting to the BOG next summer the first 20% of our tenured faculty who have gone through the post-tenure review.

Trustee Wright commented the faculty appreciate the changes to language in the post-tenure review and the Student Conduct Code and emphasized the importance of these changes.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA5 which was made by Trustee Patel, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA6 Board Self-Evaluation**

Board and Committee Chair Hosseini thanked all the Board members for participating in the Board Self-Evaluation and added any recommendations and any improvements the Board needs to make will be noted.

VP Mark Kaplan stated the accrediting body for the university, The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), requires a Board Self Evaluation to be completed and submitted to SACSCOC prior to UF's accreditation deadline of March 2024. Every 2 years, the Board completes a survey as a best practice and its commitment to continuous improvement. All 13 trustees completed the survey by November 30, 2023 and all answers were anonymous. VP Kaplan reviewed the responses to 23 closed-ended questions and 5 open-ended questions. Board and Committee Chair Hosseini shared his comments noting areas of strength and areas for improvement for the Board. He added he is honored to work with a cohesive board with one voice.

Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA6 which was made by Trustee Patel, and a second, which was made by Trustee Brandon for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **GGRIA7 UF Health-Select Entity**

Senior Vice President David Nelson stated Shands Jacksonville Medical Center, Inc. (SJMC) is seeking approval for the creation of a new joint venture entity that will be owned 49% by SJMC (or an existing or newly created SJMC affiliated entity) and 51% by Select Medical Corporation or an affiliate. The joint venture entity will own an inpatient rehabilitation hospital that will lease approximately 56,000 square feet from SJMC in the new patient bed tower of UF Health North for an anticipated initial term of up to 15 years with up to three five-year renewal options. SJMC's initial capital contribution will be approximately \$7M and Select's initial capital contribution will be approximately \$7.3M. A Select affiliate will provide management services for the rehabilitation hospital for a management fee of 6% of new revenues during the first three years and 7% thereafter. Board and Committee Chair Hosseini asked VP Amy Hass and President Sasse if they have reviewed and approved the proposal, and both agreed.



Board and Committee Chair Hosseini asked for a motion to approve Action Item GGRIA7 which was made by Trustee Brandon, and a second, which was made by Trustee Patel for recommendation to the Board for its approval on the Consent Agenda. Board and Committee Chair Hosseini asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Item**

### **5.1 Government Update**

VP Mark Kaplan noted there is one legislative committee week left this calendar year. Legislative session will begin on January 9, 2024. Earlier this week, Governor DeSantis released his recommended budget which was largely as expected. One of the recommended new items was \$80M for a program here at UF in the Florida Semiconductor Institute. Board and Committee Chair Hosseini noted that the hard work of the faculty in their research and vision is what truly helped obtain the recommendation of \$80M for UF. The Governor and Governor's Acting Chief of Staff and Secretary of Commerce Alex Kelly believe UF can get the job done for the state. President Sasse thanked Chairman Hosseini for his leadership. He stated that part of what makes UF unique is we are both flagship and land-grant and that we are focused on upgrading through a 10x10x10 initiative to be both elite and radically practical at the same time. Board and Committee Chair Hosseini commented that UF is where the legislature has been turning to because UF delivers a strong return on their investment. Trustee Cole added that we should focus on UF's contributions to agriculture as well. President Sasse agreed that UF/IFAS sets the standard for the nation and the world. VP Mark Kaplan ended with a reminder about Gator Day in Tallahassee on February 13-14, 2024 with more details to come.

### **6.0 New Business**

There was no new business to come before the committee.

### **7.0 Adjourn**

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 11:27 a.m.



**COMMITTEE ON GOVERNANCE, GOVERNMENT RELATIONS  
AND INTERNAL AFFAIRS**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 5, 2024**

**Time Convened: 10:04 a.m.**

**Time Adjourned: 10:36 a.m.**

**Committee and Board members present:**

Morteza “Mori” Hosseini (Board and Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board and Committee Chair Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:04 a.m.

**2.0 Roll Call**

Vice President and University Secretary Mark Kaplan conducted a roll call, and all Committee members were present, except Trustees Heavener and Zalupski.

**3.0 Review Draft Agenda for March Meeting**

Board and Committee Chair Hosseini noted the pre-meeting is for discussion only and no action will come to the committee. The following items were addressed by the Committee:

### **3.1 Review Draft Minutes**

- **December 7, 2023**

Board and Committee Chair Hosseini reminded committee members to review the draft minutes prior to the board meeting in March.

### **3.2 Review Discussion Item**

- **Government Update**

Board and Committee Chair Hosseini noted the 2024 legislative session began early this year and will come to close on March 8. The legislators funded higher education at the highest level ever in the past year. They will likely be more conservative this legislative session. UF is working with the legislators, and we are pleased with where we are at this point in session.

Vice President and University Secretary Mark Kaplan noted we have reached the halfway point of our 60-day legislative session. This week both the House and Senate chambers are expected to pass their budgets on their respective floors. As Chairman Hosseini noted, these are smaller budgets than the previous year with a real focus on being prudent with the resources for recurring and non-recurring funds. UF is in a good position for this part of session. The next few weeks will begin the process of conference committees with negotiators from both sides discussing the ultimate budget that will be passed during the final week of session and sent to the Governor. He closed with a reminder about Gator Day in Tallahassee on February 13-14, 2024.

Board and Committee Chair Hosseini commented the major key project items on our agenda are in the budget at some level. He emphasized the importance of the conference committee negotiations to potentially increase the amount of funding actually appropriated. He is cautiously optimistic because legislators understand the value UF brings to the state of Florida, particularly through UF IFAS and UF Health. He provided examples of important project items like UF Health Jacksonville 8<sup>th</sup> Street, UF Scripps Institute, UF Health Stroke Unit, and cancer research. VP Kaplan added another UF project in the Governor's budget is \$80M for the statewide semiconductor initiative. Board and Committee Chair Hosseini added we need to stay on top of these agenda items over the remainder of the legislative session. It is vitally important when the Board meets with legislators next week during Gator Day to present a clear vision of the value of these projects.

### **4.0 New Business**

Board and Committee Chair Hosseini requested all board members before the March meeting to submit their top 10 agenda items they believe are important for the President and the administration to execute in the next 18 months. He asked trustees to share their vision of what should happen at UF in those next 18 months. He will compile all items submitted and then meet with the President to compare the Board's vision with his vision. They will bring the visions together and produce a plan to outline what will be deliverable in 6 months, 12 months, and 18 months. Every 3 months, a report on progress should be provided by the President. In 18 months, board members will be able to say this Board and the administration have been successful and delivered on this combined vision of the Board and the President. At the March meeting, the President will outline the combined vision. President Sasse agreed and shared his support of the vision outline presentation at the March meeting. He added he will share updates on the 10x10x10 initiative at the June and December meetings.

Board and Committee Chair Hosseini asked if any of the UF administration had comments to share. Vice President Elias Eldayrie stated Workday is in good shape and he will share more details during the upcoming FSPPM committee pre-meeting. Vice President David Nelson stated UF Health is doing well. Provost Scott Angle shared we are in the final stages of the rollout for post-tenure review with continued discussions with the unions. Board and Committee Chair Hosseini emphasized the importance of implementing post-tenure review. President Sasse praised Provost Angle and his team for the work they have done to create a post-tenure review system that will alleviate the majority of potentially cumbersome administrative burden for faculty. Board and Committee Chair Hosseini reiterated that tenure is important to recruit and keep the best faculty. Tenure is about the prestige for faculty, not about the job itself. Post-tenure review is a vitally important process for the university to use for reporting data outcomes and our faculty performance to all stakeholders and our Board. President Sasse agreed and stated he is completely aligned with Chairman Hosseini's comments. He added post-tenure review creates an opportunity to marry up individual faculty assessments with a broader program review. Board and Committee Chair Hosseini agreed with President Sasse's comments. Trustee Wright agreed with President Sasse and thanked him for listening to the faculty's concerns regarding the administrative burdens of post-tenure review. She added her thanks to the President and Provost for all their hard work. Board and Committee Chair Hosseini stated the Board, President, and Provost, are committed to post-tenure review and are working with the Board of Governors on reducing the administrative burdens for faculty on all sides to assist faculty with focusing on research and teaching. In the next few years, we will see a vast improvement on processes across the university infrastructure with the investments being made by the Board. This Board is committed to fix past issues now to propel the university forward and setup the next Board for continued success. Trustee Cole congratulated Provost Angle for his recent transition from interim to permanent provost. Provost Angle thanked Trustee Cole and noted he is happy to be a part of the team.

## **5.0 Adjourn**

There being no further discussion, Board and Committee Chair Hosseini adjourned the meeting at 10:36 a.m.



COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS
AGENDA

Thursday, March 7, 2024
1:00 p.m.

President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL

Committee Members:

David L. Brandon (Committee Chair), Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Fred S. Ridley, Patrick O. Zalupski, Anita G. Zucker

- 1.0 Call to Order and Welcome .....David L. Brandon, Chair
2.0 Verification of Quorum ..... Vice President Liaison
3.0 Review and Approval of Minutes .....David L. Brandon, Chair
December 7, 2023
February 6, 2024
4.0 Action Items .....David L. Brandon, Chair
FCI1 Transportation and Parking Auxiliary–Covenants Relating to Facilities with Outstanding Revenue Bonds.....David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations
FCI2 Naming: Tyler “Tyce” Hall Trail.....Maria Martin, Interim Vice President for Advancement
FCI3 Naming: W.W. Glenn Teaching Building.....Maria Martin
5.0 Discussion Items .....David L. Brandon, Chair
5.1 Florida Friendly Landscape at Malachowsky Hall..... David L. Brandon
5.2 Baby Gator Update.....David L. Brandon
5.3 Campus Construction Update..... David Kratzer
5.4 Construction Presentation..... David Kratzer
6.0 New Business.....David L. Brandon, Chair
7.0 Adjourn.....David L. Brandon, Chair

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 12:45 p.m.**

**Time Adjourned: 2:21 p.m.**

**Committee and Board Members:**

David L. Brandon (Committee Chair), Richard P. Cole, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Carrie Bush, Assistant Vice President for Administration and External Relations; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; Linda Stump-Kurnick, Chief of UF Police Department; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 12:45 p.m.

**2.0 Verification of Quorum**

Vice President Curtis Reynolds verified a quorum with all members present, except for Trustee Corr who had an excused absence.



**3.0 Review and Approval of Minutes**

Committee Chair Brandon asked for a motion to approve the minutes of the June 8, 2023 Committee Meeting and the November 14, 2023 Committee Pre-Meeting, which was made by Trustee Zucker, and a second, which was made by by Trustee O’Keefe. Board and Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

**4.0 Action Items**

**FCI1 UAA-62 Ben Hill Griffin Stadium Design Team**

Senior Vice President David Kratzer reviewed the action item for the University Athletic Association’s (UAA) desire to make improvements to the existing Ben Hill Griffin (BHG) Stadium facility. Director of Athletics Scott Stricklin added UAA conducted two comprehensive studies that outlined the strengths and challenges of renovation versus new construction. We are recommending a combined team of two professionals: Crawford Architects and Gensler. Crawford Architects would be the lead and Gensler would focus on the premium fan experience. He added what Crawford Architects was able to accomplish at Lambeau Field for the Green Bay Packers by modernizing the facility, but maintaining its unique features is what we would like to do here for BHG Stadium. With approval, we would begin a design process with a goal of completing the advanced schematic design by July 2024 and completing all design development by the end of 2024.

SVP Kratzer asked the committee to approve UAA finalizing negotiations and signing a contract with the two firm design team that was established on October 3, 2023. Board Chair Hosseini confirmed that the process went through the Technical Review Committee and asked that the Board be kept informed as the process progresses.

Committee Chair Brandon asked for a motion to approve Action Item FCI1 which was made by Board Chair Hosseini, and a second, which was made by Trustee Ridley for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FCI2 Construction Projects Budget Amendments**

Vice President Reynolds summarized four Construction Projects Budget Amendments noting the source of funds for each:

Project #	Project Title	Current Approved Budget	Amendment Request	Source of Funds	Ratified Budget
UF-200	University Public Safety Building (Police Department)	\$29,588,618	\$200,000	Business Affairs	\$29,788,618
UF-632	Data Science and Information Technology Building	\$153,106,319	\$136,466	Business Services	\$153,242,785

UF-687	Broward Dining Facility Renovation and Addition	\$20,000,000	\$5,540,000	Business Services, Chartwells and Business Affairs (ADA)	\$25,540,000
UF-692	Chemical Engineering Renovation & Remodeling	\$30,000,000	\$7,885,399	Deferred Maintenance and Carry Forward (MP05287 & MP07456)	\$37,885,399

Committee Chair Brandon then thanked Board Chair Hosseini for his generous donation to the University Police Department (UPD) gym in the new Public Safety Building. UPD Chief Linda Stump-Kurnick presented Board Chair Hosseini with a plaque and UPD Challenge Coin to thank him for his donation.

Committee Chair Brandon asked for a motion to approve Action Item FCI2 which was made by Trustee O’Keefe, and a second, which was made by Trustee Zucker for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FCI3 Health Science Center Performance Contract**

Vice President Reynolds provided an overview of the Health Science Center District action item. He noted this is the second of four performance contracts the Board approved the committee to investigate on our campus. The Board authorized the committee to perform a feasibility study and investment grade audit by Siemens. The Health Science Center District will focus on the Dental Building. The investment grade audit resulted in the replacement of all basement air handler units, new LED lighting upgrades, replacing and upgrading all plumbing fixtures, upgrading ductwork, adding building automation, and upgrading electrical systems. The total investment grade audit determined a projected cost not to exceed \$40M with a guaranteed recurring annually energy savings of \$25M and eliminating more than \$32M of deferred maintenance in the dental building. We are requesting authorization to move forward with the performance contract agreement with Siemens and to work with the Office of the Chief Financial Officer to procure a finance agreement. The structure of the agreement shall meet and exceed all statutory requirements and board governance standards that are required for performance contracts. The savings will cover the debt service.

Trustee O’Keefe noted this was a smart, responsible benefit, and the improvements will pay for themselves in savings. Committee Chair Brandon agreed and added this is a way to reduce our deferred maintenance and it is self-funding with a 100% guarantee by Siemens as our ESCO partner.

Committee Chair Brandon asked for a motion to approve Action Item FCI3 which was made by Board Chair Hosseini, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was

approved unanimously.

**FCI4 Durbin Park General Contractor Fee Structure**

UF Health Jacksonville Vice President Robert Hervey shared UF’s expansion into St. Johns County with the purchase of Flager Health and the Durbin Park Campus. He reported that UF Health made selections for a Request for Proposal, the Technical Review Committee met and made selections, and UF negotiated a fee of 2.5% and general conditions of \$6.3M.

Committee Chair Brandon commented that this was an excellent general condition and fee package. Board Chair Hosseini stated that the staff did a great job presenting in Jacksonville. He noted a new law allows us to ask how much the contractors will charge, which will save UF millions of dollars.

Committee Chair Brandon asked for a motion to approve Action Item FCI4 which was made by Trustee Zucker, and a second, which was made by Trustee O’Keefe for recommendation to the Board for its approval on the Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FCI5 Naming: Charles S. Buster and John C. DeMott Greenhouse**

Interim Vice President Maria Gutierrez Martin reviewed the naming in recognition of the many generous and significant contributions made by Miami-Dade County Chapter of Florida Nursery, Growers, and Landscape Association (FNGLA) to the University of Florida. The University and the University of Florida Foundation are seeking to name the greenhouse at the Tropical Research Education Center (TREC) in Homestead, Florida the “Charles S. Buster and John C. DeMott Greenhouse.”

Committee Chair Brandon asked for a motion to approve Action Item FCI5 which was made by Trustee O’Keefe, and a second, which was made by Board Chair Hosseini for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

**FCI6 Naming: Paul and Susan Robell Asian Water Garden Bridge**

Interim VP Martin reviewed the naming in recognition of the many generous and significant contributions made by Paul and Susan Robell (honorees) and Mickey A. Singer (donor) to the University of Florida. The University and the University of Florida Foundation seek to name the footbridge in the Asian Water Garden Bridge at the Harn Museum the “Paul and Susan Robell Asian Water Garden Bridge.”

Committee Chair Brandon asked for a motion to approve Action Item FCI6 which was made by Trustee O’Keefe and a second from Trustee Zucker for recommendation to the Board for its approval on the Non-Consent Agenda. Committee Chair Brandon asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Items**

### **5.1 Housing/Facilities Services Update**

Committee Chair Brandon commented that Board Chair Hosseini asked the committee last year to look at shared efficiencies between Housing and Facilities. This work is a process and it will continue for a while. He asked Assistant Vice President Carrie Bush to provide an update.

AVP Carrie Bush provided an update on the Shared Services Model that is underway between Housing and Facilities Services. The goal is to leverage efficiencies while maintaining the highest level of service for our students and families. The program was piloted during the residence hall fall move-in to great success. The program will unfold over 12 months with savings going toward deferred maintenance. She reported the Memorandum of Understanding has been executed, as well as other shared services such as video surveillance. Phase 2 will continue to strengthen with a shared computer management system and shared warehouse and inventory.

### **5.2 Innovation District Update**

Committee Chair Brandon provided an overview of the project that will see UF join Concept Companies and Trimark Properties in developing 50 acres east of campus into a world-class destination for Fortune 500 research companies and create a talent pipeline for UF students seeking high-paying jobs. This joint master development venture will further advance Gainesville's Innovation District and bring it closer to achieving its identity as a bastion of progress. Detailed plans for the district's further development to include a total buildout of 1.2 million square feet of space with construction targeted for late 2024. The development is outlined in six phases and includes science and technology research and design buildings; four parking garages; multifamily housing to fill the gap in professional, urban-style housing in the area; and a mix of retail, restaurant, and entertainment uses. A year of collaborative research, discussion, and planning went into this newly approved joint master development venture, but the vision for the district was born about 15 years ago. When the Alachua General Hospital was first decommissioned, it was the Gainesville Community Redevelopment Agency, the City of Gainesville, and UF that began brainstorming future uses for the land. A video was shared to show the vision of the future of the Innovation District.

Managing Partner for Trimark Properties John Fleming and Founder and CEO of Concept Companies Brian Crawford detailed the goals of recruiting and retaining talent, providing professional housing, and creating a vibrant ecosystem that matches the stature and plans of UF. The expansion hopes to leverage UF's #1 ranking in innovation impact in 2020, \$1.25B in research expenditures, \$12B invested in incubator companies, and a unified commitment to innovations that tackle the world's greatest problems. Phase 1 of the project will consist of two buildings: one building to recruit companies with a desire to access the technologies at UF and the second building is a housing building to support the faculty, staff, and researchers working in the district.

Committee Chair Brandon noted part of the decision to select Trimark Properties and Concept Companies as our partners is they are local and heavily invested in the Gainesville community. Chair Hosseini asked for an update on the project planning and design process. Mr. Fleming and Mr. Crawford reported that the project is currently in the schematic design phase. The goal is to complete the full design process by the end of 2024 with construction to start at the same time. Board Chair Hosseini asked if the construction for the housing building or commercial building will begin first. Mr. Fleming and Mr. Crawford indicated they believe the construction for the commercial building to be built faster, but they hope to start both buildings at the same time. 5

Board Chair Hosseini asked if there is any limitation in the agreement master plan if one building is built faster than another. Mr. Fleming and Mr. Crawford indicated there is no time limit as it pertains to the two buildings, however there is a limit to go beyond the first residential building. In theory, if financing fell through on the first commercial building, you could have a residential building constructed without the second commercial building. You would not be able to go any further than that building. After 2.5 years, the project will be reviewed and could potentially be stalled if both buildings are not completed as scheduled. Board Chair Hosseini asked that if the residential building is complete, but the commercial building is not (or vice versa), would Trimark Properties and Concept Companies have a discussion with UF on the next steps. Mr. Fleming and Mr. Crawford agreed they would.

Assistant Vice President Jim O'Connell shared the new commercial building will help bring and retain companies in Gainesville. Many Fortune 500 companies have already expressed an interest. We anticipate being able to fill the building in an adequate amount of time.

Interim Provost Scott Angle commented this will fill a tremendous need in Gainesville for people working 15+ hours a day to have a residential building where they work. President Sasse agreed with Interim Provost Angle. He is in favor of the executive housing, but not without the commercial space. The sequencing of building both is essential. He noted we are not here to approve just a housing project; we are here to approve a multi-use innovation space. Committee Chair Brandon clarified this is not an action item, only a discussion update. The Board Chair and the President have approved this project.

President Sasse noted that the project demonstrates how committed Gainesville is to a future of innovation, job creation, and economic impact.

Associate Vice President Colt Little noted the UF Development Corporation was convinced of the need to codevelop commercial and residential building. He discussed moratoriums built into the master development agreement. Phase 1 of construction must be completed before Phase 2 can begin. As Trustee Brandon stated, there is a master plan in place to support the university's mission for the collaboration between industry and university research.

Chair Hosseini commented that UF is committed to the project and is very much looking forward to our partnership, as it aligns with our future.

### **5.3 Campus Construction Update**

VP Reynolds shared a video on current and future campus beautification projects. He thanked the Board for the funds that made the work possible.

Committee Chair Brandon commented that work is well underway, and many former students and families have commented on how far we have come. Board Chair Hosseini complimented the work that has been done at Tigert Hall. He noted that these improvements make a difference in recruitment for students, faculty, and staff. He noted we must keep up maintenance and look for additional funding to do that.

VP Reynolds reported the Data Science and Information Technology building is occupied, so it will

move to the post occupancy section of the report. Board Chair Hosseini asked if everyone will be moved in when the semester starts. VP Reynolds stated all are scheduled to move in by the start of the Spring semester. VP Norton shared faculty, staff, and students are excited and moving in quickly. VP Reynolds noted other projects will start to appear on the construction report, such as the Thompson Earth Center and Chemical Engineering. He shared that multiple minor projects equaling less than \$2M are progressing going with deferred maintenance projects based on the \$148M we received from the state.

Committee Chair Brandon asked for a motion to accept the construction report which was made by Board Chair Hosseini, and a second, which was made by Trustee O'Keefe. Committee Chair Brandon asked for all in favor of the motion, any opposed, and the motion was approved unanimously.

#### **5.4 Campus Safety Update**

UF Chief of Police Chief Linda Stump-Kurnick an update on the progress made in campus safety.

Video surveillance: The installation of an additional 258 cameras on campus is completed. This is a 15% increase since the end of 2022. Since October 2023, 149 housing cameras have been upgraded to new technology and moved over to the university's centrally managed video management system. This new technology provides a 70% increase in camera coverage. All housing complexes are under review for adding additional camera coverage.

Board Chair Hosseini asked what percentage of campus is without video surveillance coverage. Chief Stump-Kurnick emphasized our goal is to provide coverage for buildings around campus. The decision to keep cameras and blue light phones with cameras is instrumental in providing that coverage. We have good coverage, but not excellent coverage. Board Chair Hosseini asked if she believes having more cameras will make the campus safer and assist with identifying potential perpetrators. Chief Stump-Kurnick stated an increase in cameras will increase campus safety and we are on the right path to doing so. Board Chair Hosseini referenced a consultant study done about 10 years ago that showed us where campus safety improvements needed to be made. He asked if we need to have an updated study completed. VP Reynolds noted the Board asked the committee to have the consultants reevaluate the study to see if improvements needed to be made and evaluate our progress so far. The consultants did not make any changes to their survey as our campus safety needs outlined are still current. They stated UF has exceeded their recommendations on the amount of progress we have made. The Board, in conjunction with the Office of the Chief Financial Officer, approved \$3M for campus safety. We have added 258 cameras out of the 400 cameras needed. By June of 2024, the additional 142 cameras, which will deplete the funds remaining from the \$3M allocated. This will complete phase 1 of this project. We need additional funding to move on to the next phases of this multi-phase project which will include access control, card readers, and LED lighting. SVP Kratzer shared he spent significant time in our new Emergency Operations Center and the improvements show the tremendous impact the Board's funding has had on our campus. This campus safety project is dynamically enhancing safety on this campus. Committee Chair Brandon noted there are 3 more phases in this project, and each phase will need \$3M to complete. He asked if we could potentially accelerate this to complete multiple phases at a time, instead of 1 phase per year, and if we could allocate the funds in the next July 1 budget. Board Chair Hosseini stated the safety of our students, faculty, and staff is paramount. He added there may be state funding available for this project that may



also cover recurring maintenance needs. Committee Chair Brandon added he would like to put this project at the highest priority. President Sasse added his strong support for this project and the acceleration of the timeline.

**Access Control:** These components play a role in campus safety and security around campus. We have 2,983 electronically controlled doors. This is an increase of 10% since the end of 2022. New construction requires access control for primary exteriors, classrooms, and critical facility spaces. This also includes blue light phones on the exteriors, which now include video surveillance. Since April 2023, we have upgraded 1,413 card readers to be compatible with mobile credential technology and added 27 electronic secure in place devices across campus.

**Exterior Lighting:** 2,677 exterior lights along sidewalks, walkways, roadways, and parking lots have been upgraded to LED. This is a 10% increase. We have approximately 1,760 lights remaining to upgrade. 50.5% of sidewalk/walkway light upgrades and 95.7% of streetlight/parking lot upgrades have been completed. Additional light pole and lights have been installed in problematic areas. UPD and the City of Gainesville are continuing to work together to identify where additional lighting is necessary.

**Blue Light Phone & License Plate Recognition:** 15 blue light phone units have been equipped with new cameras. The new camera technology provides 60 additional views for strategically placed surveillance coverage. 82 license plate reader cameras have been installed to monitor the 34 campus entry points and 106 lanes of travel in and out of campus. Phase 3 of the license plate reader project is underway, and we will add 20 additional camera locations with 20 additional lanes of travel covered. The license plate recognition has made the most significant difference in being able to respond to crime and identify perpetrators, with video surveillance being a close second.

Chief Stump-Kurnick shared UPD was named the 2023 Outstanding Crime Prevention Unit by the Florida Crime Prevention Association, the oldest crime prevention association in the nation established in 1969. The award recognizes the efforts and accomplishments performed by our agency's crime prevention unit. She commented every day UPD commits themselves to our campus community to be the best that we can be on three levels: reactive measures to crime, commitment to being an equal part of the educational process, and the significant effort to provide proactive community policing efforts. We are humbly honored to receive this award from the state of Florida.

She concluded by sharing her thanks to Board Chair Hosseini for his donation to the gym in the new Public Safety Building. A recognition plaque with his name and photo hangs in the gym in honor of his support.

Trustee Cole asked if there has been any recent increase in crime activity or injuries since the October 7<sup>th</sup> incident. Chief Stump-Kurnick noted we have had some vandalism on campus. With the use of video surveillance, 2 perpetrators were apprehended and charged at the State Attorney's level. Other than the accidental incident of the student who fainted at the vigil, we have not had any other injuries on or off campus. VP White agreed and added the offices of Student Life, UPD, Chief Diversity Officer, and others across campus have been working to support our students. Trustee Cole praised President Sasse for his statement early on in supportg

of our Jewish students. Trustee Zucker and Committee Chair Brandon echoed these sentiments. President Sasse stated that there is no disconnect between free speech and the safety of our students. Actions like vandalism that are no longer speech will not be tolerated. The line between speech and action is important. We plan to throw the book at people who cross the line into action. SVP Kratzer shared UPD and Emergency Management has done an excellent job. Our approach is clear, professional, and thoughtful.

#### **6.0 New Business**

There was no new business to come before the committee.

#### **7.0 Adjourn**

There being no further discussion, Committee Chair Brandon adjourned the meeting at 2:21 p.m.

DRAFT

**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 6, 2024**

**Time Convened: 9:34 a.m.**

**Time Adjourned: 10:18 a.m.**

**Committee and Board members present:**

David L. Brandon (Committee Chair), Richard P. Cole, James W. Heavener, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel, Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair David L. Brandon welcomed everyone in attendance and called the meeting to order at 9:34 a.m.

**2.0 Roll Call**

Senior Vice President David Kratzer conducted a roll call, and all Committee members were present, except Trustees Corr and Zalupski.

**3.0 Review Draft Agenda for March Meeting**

Committee Chair Brandon noted the pre-meeting is for discussion only and no action will come to the committee. The following items were addressed by the Committee:

**3.1 Review Draft Minutes**

- December 7, 2023

Committee Chair Brandon reminded committee members to review the draft minutes prior to the board meeting in March.

### **3.2 Review Action Items**

- **FCI1 Transportation and Parking Auxiliary-Covenants Relating to Facilities with Outstanding Revenue Bonds**

SVP Kratzer stated the Board of Governors (BOG) requires the university to report annually on the financial health of our auxiliary facilities with covenants. The Board must approve the operating budget detail for auxiliary facilities with bond covenants and report the anticipated amount to be deposited into an auxiliary maintenance and equipment reserve fund. He summarized the FY24-25 UF Transportation and Parking Services (TAPS) budget report, noting the key areas of carryforward, revenues, other income/inflows, and expenditures.

Committee Chair Brandon noted at the June 2023 meeting, the committee discussed potential increases for parking decals. The Board elected to defer those increases to take a closer look at expenses and revenues to determine if the decal increases were necessary. After further review, the decal increases were not deemed necessary. He noted UF TAPS is self-funding and historically they do a good job accruing monies and setting 5-year and 10-year plans for maintenance projects. Because of this, we do not have anything for accrued deferred maintenance in the UF TAPS budget. He expressed his gratitude to SVP Kratzer for his hard work creating this budget.

Trustee O’Keefe commented we have a healthy reserve of \$24M. He asked what is being done with those reserve funds, how are they being invested, and who manages them. He noted he thought we would have revenue interest income, however the budget shows none. Interim Chief Financial Officer Taylor Jantz shared the current use of these funds and added he will follow-up with Trustee O’Keefe with more detailed information. Board Chair Hosseini asked Interim CFO Jantz to look closely at the interest income. That money is set aside for future investments. We need to ensure we get the highest interest earned and invest the money into a 1-year CD at 5.5%. We need to invest and leave the money there, so the next time we need to build a parking garage, we will have enough funds to. Committee Chair Brandon stated with Board Chair Hosseini’s approval, he will collaborate with SVP Kratzer, Interim CFO Jantz, and VP Amy Hass to address this.

Trustee Wright commented there have been recent conversations within the Faculty Senate Infrastructure Council regarding the increased use of electric scooters on and around campus. They feel we do not have an adequate number of charging stations or parking for these scooters. Additionally, the policies likely need to be updated regarding bringing the scooters inside. SVP Kratzer stated his office is in the process of reviewing this issue and they will provide an update soon.

- **FCI2 Naming: Tyler “Tyce” Hall Trail**

SVP Kratzer provided an overview of the proposed naming and bio of the donors, Kristen and David Hall. In honor of their son Tyler, Kristen and David Hall are requesting to name a trail in Austin Carey Forest the Tyler “Tyce” Trail. They also are providing an endowment to maintain

that trail in his name. He stated the proposed naming meets all requirements and is aligned with the UF Namings & Memorials Policy.

- **FCI3 Naming: W.W. Glenn Teaching Building**

SVP Kratzer provided an overview of the proposed naming and bio of the donor, Ames Prentiss. In honor of W.W. Glenn an acclaimed IFAS professor who passed away in 2007 it is requested to name the new Agricultural and Biological Engineering Building the W.W. Glenn Teaching Building in recognition of his many contributions to the university. He stated the proposed naming meets all requirements and is aligned with the UF Namings & Memorials Policy.

### **3.3 Review Discussion Item**

- **Construction Projects Budget**

SVP Kratzer reported there are 11 projects under construction, 10 projects in design, and 17 projects in the planning stage. He stated he will provide a report at the March meeting that will tie the audit findings and an action plan together to clarify the sequencing of projects. The budget outlines \$2.5B in construction over the next 5 years. Committee Chair Brandon asked for the committee to review the ongoing construction projects and highlight any questions for the March meeting. He added the committee will specifically pull-out Baby Gator as a featured item in response to the robust conversation during the FSPPM Pre-Meeting.

Committee Chair Brandon added an additional discussion item to the agenda for the March meeting. He will provide an update on the work happening at Malachowsky Hall for Data Science & Information Technology (DSIT) with the Florida Friendly Landscape Program. An illustration of the proposed landscaping will be shared. Florida Friendly Landscape Program is a statewide program designed by and administered through UF. The College of Design and Construction and the College of Landscape Architecture are collaborating on the project as well. Board Chair Hosseini noted there are an unprecedented amount of construction projects ongoing that make a difference in the lives of our students and faculty, such as DSIT. He stressed that it is important that we complete these projects properly, so that we are setting the example for others. He noted the importance of having a construction master plan and ensuring that the construction we are doing will last for generations to come. He added we will look at all impacts of the campus master plan across campus working with the President, SVP Kratzer, and staff which will be subject to the Board's vision. We need to have the plan in place in the next 6-9 months.

Committee Chair Brandon commented that in collaboration with SVP Kratzer, Interim CFO Jantz, AVP Cydney McGlothlin, we have had improvements to our systems and processes. He noted new software will roll out within the next 6-8 months that will provide us the ability to expand projects in the future. Board Chair Hosseini stated the related audit showed loss of efficiencies, things we should have done differently. Once the corrections are completed, we need to have the same audit team return to ensure all the corrections have been made and present this to the Board. He asked Committee Chair Brandon to keep this at the top of his list. Committee Chair Brandon agreed. SVP Kratzer added the audit determined several major structural areas of focus, including software used to deliver the projects, the accounting, and

reporting structures. He stated that he aims to make our area a model of collaboration, so that we are the center of the One UF philosophy. They will provide an update at the March meeting.

#### **4.0 New Business**

There was no new business to come before the committee.

#### **5.0 Adjourn**

There being no further discussion, Committee Chair Brandon adjourned the meeting at 10:18 a.m.

DRAFT





**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**

**ACTION ITEM FCI1**

**March 7, 2024**

**SUBJECT:** Transportation and Parking Auxiliary – Covenants Relating to Facilities with Outstanding Revenue Bonds

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**BACKGROUND INFORMATION**

Certain outstanding state university system bond issues for auxiliary facilities have covenants which state the Board of Governors shall annually, or at any other time as requested by the State Board of Administration, prepare and adopt a detailed revenue and expense budget for bonded auxiliaries, which shall set forth the amount to be deposited in facility maintenance and repair reserve accounts.

In order to satisfy bond covenants, the Board of Governors adopted Regulation 9.008, requiring University Boards of Trustees to approve and submit operating budget detail for auxiliary facilities with such bond covenants and to report the anticipated amount to be deposited in an auxiliary maintenance and equipment reserve fund. Such reserve amounts are determined by the Board of Trustees in accordance with institutional policy and/or policy and/or bond covenant requirements.

The University of Florida's Series 2018A Parking Facility Revenue Bonds contain such covenants, although a funding level for the maintenance and equipment reserve is not specified. The attached revenue and expense budgets incorporate and comply with the university's Parking Operating Fund – Ending Reserve and Operating Cash Policies.

In order to comply with the Board of Governors' regulation, a detailed fiscal year 2024-25 revenue and expense budget for the Transportation and Parking auxiliary is presented for approval.

**PROPOSED COMMITTEE ACTION**

The Committee on Facilities and Capital Investments is asked to approve the Transportation and Parking Auxiliary Budget for Fiscal Year 2024-25 for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors' approval is required.

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Supporting Documentation Included: UF Transportation and Parking Services Income and Expenditure Statement

Submitted by: David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary

**INCOME AND EXPENDITURE STATEMENT**

UNIVERSITY : University of Florida-Transportation and Parking Services

BOND TITLE : Parking Revenue Bonds Series 2018A

AUXILIARY FACILITY (IES) : University of Florida Transportation and Parking

	2022-23 Actual	2023-24 Estimated	2024-25 Projected
<b>1. REVENUE CARRIED FORWARD</b>			
<b>A. Operating Cash Carried Forward:</b>			
Liqud	\$ 1,278,738	\$ 1,270,043	\$ 1,290,490
Investments	\$ -	\$ -	\$ -
Subtotal:	\$ 1,278,738	\$ 1,270,043	\$ 1,290,490
<b>B. Replacement Reserve Forward:</b>			
Debt Service Reserve	\$ 4,644,901	\$ 4,672,950	\$ 4,718,650
Maintenance & Equipment Reserve	\$ 3,295,700	\$ 3,418,588	\$ 3,270,888
General Reserve	\$ 14,707,236	\$ 16,188,115	\$ 17,948,919
Subtotal:	\$ 22,647,837	\$ 24,279,653	\$ 25,938,457
<b>TOTAL CARRIED FORWARD (A +B):</b>	\$ 23,926,575	\$ 25,549,696	\$ 27,228,947
<b>2. CURRENT YEAR REVENUE / INFLOWS</b>			
* Revenue	\$ 14,618,241	\$ 14,643,000	\$ 14,724,000
Interest Income	\$ -	\$ -	\$ -
Other Income / Inflows	\$ 193,500	\$ 193,500	\$ 193,500
<b>TOTAL CURRENT YEAR REVENUE:</b>	\$ 14,811,741	\$ 14,836,500	\$ 14,917,500
<b>3. SUMMARY OF AVAILABLE REVENUES (1 +2):</b>	\$ 38,738,316	\$ 40,386,196	\$ 42,146,447
<b>4. CURRENT YEAR EXPENDITURES / OUTFLOWS</b>			
Salaries and Matching	\$ 3,960,205	\$ 4,262,550	\$ 4,389,950
Other Personal Services	\$ 223,829	\$ 191,000	\$ 200,000
Operating Expense	\$ 2,908,367	\$ 2,714,400	\$ 2,756,000
Repairs and Maintenance	\$ 527,853	\$ 575,000	\$ 575,000
Debt Service	\$ 3,568,650	\$ 3,570,900	\$ 3,562,800
Repair and Replacement Expense	\$ -	\$ -	\$ -
Operating Capital Outlay	\$ -	\$ -	\$ -
Other Outflows & Transfers Out	\$ 1,999,716	\$ 1,695,700	\$ 2,125,050
<b>TOTAL EXPENDITURES:</b>	\$ 13,188,620	\$ 13,009,550	\$ 13,608,800
<b>5. TRANSFERS TO REPLACEMENT RESERVES</b>			
Debt Service Reserve	\$ 28,049	\$ 45,700	\$ 62,750
Maintenance & Equipment Reserve	\$ 122,888	\$ -	\$ 412,300
General Reserve	\$ 1,480,879	\$ 1,760,804	\$ 803,980
Subtotal:	\$ 1,631,816	\$ 1,806,504	\$ 1,279,030
<b>6. TRANSFERS FROM REPLACEMENT RESERVES</b>			
Debt Service Reserve	\$ -	\$ -	\$ -
Maintenance & Equipment Reserve	\$ -	\$ 147,700	\$ -
General Reserve	\$ -	\$ -	\$ -
Subtotal:	\$ -	\$ 147,700	\$ -
<b>7. ENDING REPLACEMENT RESERVES (1B +5 -6)</b>			
Debt Service Reserve	\$ 4,672,950	\$ 4,718,650	\$ 4,781,400
Maintenance & Equipment Reserve	\$ 3,418,588	\$ 3,270,888	\$ 3,683,188
General Reserve	\$ 16,188,115	\$ 17,948,919	\$ 18,752,899
Interest Earned on Reserve Balances	\$ -	\$ -	\$ -
Subtotal:	\$ 24,279,653	\$ 25,938,457	\$ 27,217,487
<b>8. ENDING OPERATING CASH (1A +2 -4 -5)</b>	\$ 1,270,043	\$ 1,290,490	\$ 1,320,160
<b>9. SUMMARY OF ENDING REVENUES (7 +8)</b>	\$ 25,549,696	\$ 27,228,947	\$ 28,537,647

**\* REQUIRED INFORMATION \***

Date budget approved by University Board of Trustees :



Prepared By : Scott Fox

Telephone : 352-392-8048

\* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

**UNIVERSITY AXILIARY FACILITIES  
NARRATIVE SUPPLEMENT TO INCOME AND EXPENDITURE STATEMENT  
TO BE PROVIDED TO BOARD OF GOVERNORS MEMBERS**

1. Do the pledged revenues reported contain any overhead assessments ? If yes, please explain.  
Yes, overhead is charged by the university to Transportation and Parking Services. Overhead assessments are included in amounts listed as "Operating Expense" and are as follows:

	<b>2022-23</b>	<b>2023-2024</b>	<b>2024-2025</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Projected</b>
University Overhead Expense	\$ 740,970	\$ 297,000	\$ 300,000

In 2023, the University adopted a new model for the overhead calculation.

2. Do pledged revenues or expenditures change year over year 10% or more ? If yes, please explain.  
Total Current Year Revenues- Transportation and Parking Services is not planning to increase permit revenue in 2024-25. Because of this, our revenue remains constant.  
Total Expenditures- The variance in total expenditures between 2022-23 and 2023-24 has decreased approximately 1%.

3. Please explain amounts categorized as "other".  
Other Income/Inflows- includes transfer to offset the cost of Gator Lift, the disabled student shuttle, (\$193,500)

Other Outflows and Transfers Out- includes expenses incurred for the operation of City of Gainesville (RTS) on-campus buses to and from parking facilities (\$650,000) and transfer (\$1,000,000) to Planning, Design and Construction for garage restoration projects.

4. Add lines as needed for additional university comments. This information will be shared with Board of Governors members.  
A substantial portion of the General Reserve has been designated to fund the next garage.

This report does not include non cash items such as depreciation.



**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**  
**ACTION ITEM FC12**  
**March 7, 2024**

**SUBJECT:** Naming: Tyler “Tyce” Hall Trail

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**BACKGROUND INFORMATION**

In recognition of the many generous and significant contributions made by Kristen and David Hall to the University of Florida, the University and the University of Florida Foundation seek to name an Austin Cary Forest trail the Tyler “Tyce” Hall Trail.

**PROPOSED COMMITTEE ACTION**

The Committee on Facilities and Capital Investments is asked to approve the naming of a trail at the Austin Cary Forest the Tyler “Tyce” Hall Trail; (Resolution R24-306)) for recommendation to the Board of Trustees for approval on the Non-Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors approval is not required, but Board of Governors’ regulations require all facility, road, and landscape naming to be approved separately on the Non-Consent Agenda. [Note: BOG Reg. 9.002]

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Supporting Documentation Included: Biographies, Support letter, and Resolution R24-306

Submitted by: Maria Gutierrez Martin, Interim Vice President for Advancement

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza “Mori” Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



## Kristen and David Hall

Kristen and David “Dave” Hall are both from Lakeland, Florida. Dave graduated from the University of Florida in 1991 with a degree in Journalism and Communication. Dave and Kristen are active football tailgaters and game attendees. Dave works for a company that supplies construction materials for commercial projects.



## Tyler Hall

Kristen and Dave had one child, Tyler “Tyce” Hall. Tyler's true passion in life was the University of Florida. His lifelong dream was to become a Gator and his dream came true when he was accepted to the University of Florida for the spring 2020 semester. He embraced the Gator life and enjoyed his time on campus and being a student of the UF/IFAS School of Forest, Fisheries, and Geomatics Sciences.



In June 2020, Tyler passed away unexpectedly. His love and the impact that he made on so many lives was evident with the attendance of more than 600 of his family and friends at his celebration of life. If you were a friend of Tyler's, you were his friend for life.

Tyler's family and friends previously created an endowed scholarship to honor his love for the University of Florida. Now, through the Tyler "Tyce" Hall Memorial Endowment for Austin Cary Forest, they are requesting to name the **Tyler "Tyce" Hall Trail at Austin Cary Forest** and providing funds to support maintenance of the trail, including replacement of signs and trees as needed, to honor his love for the UF/IFAS Austin Cary Forest.





UF|IFAS  
UNIVERSITY of FLORIDA

### THE TYLER "TYCE" HALL TRAIL

Tyler "Tyce" Hall was born February 6, 1999, to David and Kristen Hall. He passed away at the age of 21.

Tyler grew up in Lakeland, Florida. After earning his associate degree from Santa Fe College, he transferred to the University of Florida to follow his dream and study forest resources and conservation.

Tyler was a passionate Gator fan who never missed a home football game. He was known by his family and peers for not only his outstanding Gator spirit, but his kindness, generosity and positivity. His family and friends came together to establish the Tyler "Tyce" Hall Memorial Scholarship, which has benefited juniors and seniors studying forestry since 2021.

The Tyler "Tyce" Hall Memorial Endowment for Austin Cary Forest continues Tyler's legacy at a place he loved, that all who walk here may fall in love with forestry, too.



SCHOOL OF FOREST,  
FISHERIES, AND  
GEOMATICS SCIENCES



UF/IFAS  
School of Forest, Fisheries, and Geomatics Sciences

136 Newins-Ziegler Hall  
PO Box 110410  
Gainesville, FL 32611-0410  
352-846-0850  
352-392-1707 Fax

January 18, 2024

Mrs. Maria Gutierrez Martin  
Interim Vice President, UF Advancement  
University of Florida Advancement  
1938 W. University Avenue  
Gainesville, FL 32603

Dear Maria,

Our development team has been working with Kristen and David Hall on a proposed naming for the Tyler "Tyce" Hall Memorial Endowment for Austin Cary Forest that will create and maintain the Tyler "Tyce" Hall Trail at Austin Cary Forest.

Kristen and David Hall's only child, Tyler "Tyce" Hall, unexpectedly passed away in 2021. Tyler was Forest, Fisheries and Geomatics Sciences (FFGS) student who equally loved his Forest Resources & Conservation major and Austin Cary Forest. To honor his memory, his family and friends previously created the Tyler "Tyce" Hall Endowed Memorial Scholarship. Now, they are creating a new endowment to honor Tyler at Austin Cary Forest.

It has been my honor and pleasure to have the opportunity to become close to this family after the death of Tyler. The Hall family genuinely loves the University of Florida and have stay invested in the institution even after Tyler's passing. David and Kristen continue to honor their late son's University of Florida experience through support of the Forest, Fisheries and Geomatics Sciences program.

I respectfully request your support and assistance advancing this proposed naming to President Sasse, the Board of Trustees, and any other university approvals, as necessary.

Thank you for your consideration and please let me know if you have any questions.

Sincerely,



Terrell T. Baker Ph.D.  
Director and Professor



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
RESOLUTION**

**Number:** R24-306

**Subject:** Naming Tyler “Tyce” Hall Trail

**Date:** March 8, 2024

**WHEREAS**, Kristen and David Hall Family have made many generous and significant contributions to the University of Florida;

**WHEREAS**, in grateful recognition for these contributions, the University seeks to name a trail at the Austin Cary Forest the “Tyler “Tyce” Hall Trail;”

**WHEREAS**, the University of Florida Foundation seeks to name a trail at the Austin Cary Forest the “Tyler “Tyce” Hall Trail;”

**WHEREAS**, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

**NOW, THEREFORE**, the University of Florida Board of Trustees hereby resolves that the Austin Cary Forest trail be named the “Tyler “Tyce” Hall Trail;”

Adopted this 8 day of March, 2024, by the University of Florida Board of Trustees.

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Morteza “Mori” Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



**COMMITTEE ON FACILITIES AND CAPITAL INVESTMENTS**  
**ACTION ITEM FC13**  
**March 7, 2024**

**SUBJECT:** Naming: W.W. Glenn Teaching Building

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**BACKGROUND INFORMATION**

In recognition of the many generous and significant contributions made by W.W. Glenn and the Prentiss Family to the University of Florida, the University and the University of Florida Foundation seek to name the Agricultural and Biological Engineering Teaching Building the W.W. Glenn Teaching Building.

**PROPOSED COMMITTEE ACTION**

The Committee on Facilities and Capital Investments is asked to approve the naming of the Agricultural and Biological Engineering Teaching Building the W.W. Glenn Teaching Building; (Resolution R24-307) for recommendation to the Board of Trustees for approval on the Non-Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

Board of Governors approval is not required, but Board of Governors' regulations require all facility, road, and landscape naming to be approved separately on the Non-Consent Agenda. [Note: BOG Reg. 9.002]

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Supporting Documentation Included: Biographies, Support letter, and Resolution R24-307

Submitted by: Maria Gutierrez Martin, Interim Vice President for Advancement

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



## Ames Prentiss

Ames Prentiss is the grandson of the late W.W. “Coon Bottom” Glenn. Ames is the current Chairman of the Board for Ethos Veterinary Health. In 2023, Ethos Veterinary Health was purchased by NVA. Prior to this merger, Ames was the CEO of Ethos Veterinary Health from December 2015 to September 2023.

NVA, a community of approximately 1,400 premier locations consisting primarily of general practice veterinary hospitals in addition to equine hospitals and pet resorts, and Ethos Veterinary Health, which consists of 145 world-class specialty and emergency hospitals, are rooted in a culture of compassion and innovation. Ethos and NVA ensure broad access to high-quality care and the advancement of cutting-edge medicine to extend and improve the lives of pets.

Ames earned his B.S. degree in Finance from the University of Colorado. He is from and currently lives in Andover, Massachusetts. His son is a senior at University of Florida. Ames is honoring his late grandfather by funding the W.W. Glenn Teaching Building and the W.W. “Coon Bottom” Glenn CALS Scholarship.



## Woodrow Wilson “Coon Bottom” Glenn (W.W. Glenn)

The late Woodrow Wilson Glenn hailed from Coon Bottom, Florida. He was better known as W.W. “Coon Bottom” Glenn. Glenn was a double Gator who had a successful career as an Extension Agent and as a County Extension Director in Jackson County, Florida. His founding and active involvement with the Florida Watermelon Association made a lasting impact on Florida agriculture. Mr. Glenn passed away in 2007.



**UNIVERSITY of FLORIDA**  
FOUNDATION



January 10, 2024

Ms. Maria Gutierrez Martin  
Interim Vice President, UF Advancement  
University of Florida Advancement  
1938 W. University Avenue  
Gainesville, FL 32603

Ms. Martin:

Our development team has been working with Ames Prentiss on a proposed naming for the W.W. Glenn Teaching Building.

Ames Prentiss is the grandson of the late W.W. Glenn. Mr. Glenn was a double Gator who had a successful career as an Extension Agent and as a County Extension Director in Jackson County, Florida. Mr. Glenn later became one of the founders of the Florida Watermelon Association. Mr. Prentiss would like to honor the legacy of his grandfather and the impact he had on Florida agriculture by funding the construction of the W.W. Glenn Teaching Building for the UF/IFAS Department of Agricultural and Biological Engineering.

I respectfully request your support and assistance advancing this proposed naming to President Sasse, the Board of Trustees, and any other university approvals as necessary.

Thank you for your consideration and please let me know if you have any questions.

Sincerely,



Robert A. Gilbert, Ph.D.  
Interim Senior Vice President for Agriculture and Natural Resources  
University of Florida Institute of Food and Agricultural Sciences  
352-392-1784  
ragilber@ufl.edu



**UNIVERSITY OF FLORIDA BOARD OF TRUSTEES  
RESOLUTION**

**Number:** R24-307

**Subject:** Naming W.W. Glenn Teaching Building

**Date:** March 8, 2024

**WHEREAS**, W. W. Glenn and the Prentiss Family have made many generous and significant contributions to the University of Florida;

**WHEREAS**, in grateful recognition for these contributions, the University seeks to name the Agricultural and Biological Engineering Teaching Building the “W.W. Glenn Teaching Building;”

**WHEREAS**, the University of Florida Foundation seeks to name the Agricultural and Biological Engineering Teaching Building the “W.W. Glenn Teaching Building;”

**WHEREAS**, the University of Florida Board of Trustees has naming authority conferred by the Florida Board of Governors under its Regulations 1.001 and 9.005;

**NOW, THEREFORE**, the University of Florida Board of Trustees hereby resolves that the Agricultural and Biological Engineering Teaching Building be named the “W.W. Glenn Teaching Building;”

Adopted this 8 day of March, 2024, by the University of Florida Board of Trustees.

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Morteza “Mori” Hosseini, Chair

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Ben Sasse, President and Corporate Secretary





**COMMITTEE ON AUDIT AND COMPLIANCE  
AGENDA**

**Thursday, March 7, 2024**

**~2:15 p.m.**

**President’s Room 215B, Emerson Alumni Hall  
University of Florida, Gainesville, FL**

**Committee members:**

Daniel T. O’Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Morteza “Mori” Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers

- 1.0 Call to Order and Welcome ..... Daniel T. O’Keefe, Chair
- 2.0 Verification of Quorum ..... Vice President Liaison
- 3.0 Review and Approval of Minutes ..... Daniel T. O’Keefe, Chair  
[December 7, 2023](#)  
[February 5, 2024](#)
- 4.0 Discussion Item..... Daniel T. O’Keefe, Chair
  - 4.1 Internal Audit Activity.....Dhanesh Raniga, Chief Audit Executive
- 5.0 New Business..... Daniel T. O’Keefe, Chair
- 6.0 Adjourn ..... Daniel T. O’Keefe, Chair



## **COMMITTEE ON AUDIT AND COMPLIANCE**

### **Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, Florida**

**Time Convened: 2:21 p.m.**

**Time Adjourned: 2:25 p.m.**

#### **Committee and Board members present:**

Daniel T. O'Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

#### **Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Colt Little, Associate Vice President for Enterprise Projects and Senior Counsel; Kate Moore, Director of Compliance and Ethics and Deputy Chief Compliance Officer; Dhanesh Raniga Chief Audit Executive; members of the University of Florida community, and the public.

#### **1.0 Call to Order and Welcome**

Committee Chair O'Keefe welcomed everyone in attendance and called the meeting to order at 2:21 p.m.

#### **2.0 Verification of Quorum**

Chief Compliance, Ethics, and Privacy Officer (CCO) Terra DuBois verified a quorum with all members present.

### **3.0 Review and Approval of Minutes**

Committee Chair O'Keefe asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee Brandon, and a second, which was made by Trustee Powers. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

### **4.0 Action Items**

Committee Chair O'Keefe presented three action items for Board approval that were discussed at the November 13, 2023 committee pre-meeting.

#### **AC1 University of Florida Performance Based Funding and Preeminent Status Metrics Data Integrity (Audit Report) and Annual Data Integrity Certification**

Committee Chair O'Keefe asked for a motion to accept the University of Florida Performance Based Funding and Preeminent Status Metrics Data Integrity (Audit Report) and approve the Performance Based Funding Data Integrity Certification, which was made by Trustee Cole, and a second, which was made by Trustee Powers for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **AC2 Charter Review: UF Compliance and Ethics Charter**

Committee Chair O'Keefe asked for a motion to approve UF Compliance and Ethics Charter which was made by Trustee Green, and a second, which was made by Trustee Cole for recommendation to the Board for its approval. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

#### **AC3 Institutional Compliance FY23 Annual Report**

Committee Chair O'Keefe asked for a motion to approve the Institutional Compliance FY23 Annual Report which was made by Trustee Cole, and a second, which was made by Trustee Powers for recommendation to the Board for its approval. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **4.0 New Business**

There was no new business to come before the committee.

### **5.0 Adjourn**

There being no further discussion, Committee Chair O'Keefe adjourned the meeting at 2:25 p.m.

**COMMITTEE ON AUDIT AND COMPLIANCE**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 5, 2024**

**Time Convened: 11:12 a.m.**

**Time Adjourned: 11:37 a.m.**

**Committee and Board members present:**

Daniel T. O’Keefe (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza “Mori” Hosseini (Board Chair), Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Terra DuBois, Chief Compliance, Ethics, and Privacy Officer; Kate Moore, Director of Compliance and Ethics and Deputy Chief Compliance Officer; Dhanesh Raniga Chief Audit Executive; Joe Cannella, Audit Director, members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair Daniel T. O’Keefe welcomed everyone in attendance and called the meeting to order at 11:12 a.m.

**2.0 Roll Call**

Chief Compliance, Ethics, and Privacy Officer (CCO) Terra DuBois conducted a roll call, and all Committee members were present.

**3.0 Review Draft Agenda for March Meeting**

Committee Chair O’Keefe noted the pre-meeting is for discussion only and no action will come to the committee. The following items were addressed by the Committee:

**3.1 Review Draft Minutes**

• **December 7, 2023**

Committee Chair O’Keefe reminded committee members to review the draft minutes prior to the board meeting in March.

### 3.1 Review Discussion Items

- **Internal Audit Activity**

Chief Audit Executive (CAE) Dhanesh Raniga reviewed internal audit activity since the December meeting, noting the Transfer Student Admissions audit report has been issued and two reports are in their final stage. He shared that four new projects have been recommended by the University Athletics Association (UAA) Audit Committee following a high-level risk assessment: payroll, business and strategic planning, scholarships, and NIL. More information on the projects will be provided at the March meeting.

CAE Raniga will be recommending the following amendments to the FY24 audit plan:

- Delay UF GO Travel audit to August/September 2024 due to pending improvements in system functionality
- Remove ADA/Title IX Compliance audit to avoid duplication of effort as a third-party consultant had been engaged by the Office of General Counsel to review Title IX/ADA Compliance
- Defer Housing audit to FY25 and replace this audit with Transportation and Parking

CAE Raniga shared highlights of the Transfer Student Admissions audit. Board Vice Chair Patel asked for confirmation that we are in the process of reviewing the report recommendations to implement changes in the student transfer admissions/selection process. Vice President Mary Parker confirmed she and Provost Scott Angle are in the process of reviewing the report to create a recommendation to present to the President and the Board on how to improve our process to ensure we meet our enrollment goals. There are strategies that can be implemented to define how we use transfers for total enrollment in the university. Additionally, we are exploring how to utilize technology and our current system to improve support of transfer admissions. Provost Angle added the transfer process decisions will be made with attention to student quality, overall university goals, and rankings. Board Chair Hosseini emphasized the importance of evaluating centralization of decisions and use of AI for efficiency. President Sasse echoed his agreement with Board Chair Hosseini's comments. Committee Chair O'Keefe agreed with Board Chair Hosseini and President Sasse's comments. He praised the audit report's value in outlining where we can improve efficiencies to save our faculty and staff time and will utilize data analytics more efficiently. This elevates our big picture of how we improve our enrollment strategy and impact on rankings. Board Vice Chair Patel reiterated the need for accelerated admissions decisions to compete for top student talent.

Committee Chair O'Keefe praised the audit team and expressed his gratitude for providing the information the Board needs to make the best decisions they can.

Vice President Amy Hass stated we will be more intentional in our audit planning process to not only look at the biggest university risks, but also at our opportunities for efficiencies to bring the auditing process to the next phase of program maturity. This next phase will begin immediately with an assessment of Internal Audit's process for plan development, will be enterprise risk-based, and will consider important opportunities to create efficiencies for the UF enterprise as a whole.

- **Compliance and Ethics Office Updates**

VP Hass announced that CCO Terra DuBois will be leaving the university. She noted that CCO DuBois has done a remarkable job at building a model of compliance program and that she will be greatly missed. She added CCO DuBois is leaving the university in good hands with Deputy Chief Compliance Officer, Kate Moore, who has agreed to serve as Interim Chief Compliance Officer. Trustee Powers and Committee Chair O'Keefe echoed CCO DuBois's phenomenal work, and she will be deeply missed. CCO DuBois thanked the Committee for their support and mentorship as she was building the program. She

noted there will not be a Compliance and Ethics Office update to present at the March Board meeting while Deputy Chief Compliance Officer Moore and her team focus on the transition.

**4.0 New Business**

There was no new business to come before the committee.

**5.0 Adjourn**

There being no further discussion, Committee Chair O’Keefe adjourned the meeting at 11:37 a.m.

DRAFT



COMMITTEE ON FINANCE, STRATEGIC PLANNING AND PERFORMANCE METRICS

AGENDA

Thursday, March 7, 2024

~2:35 p.m.

President’s Room 215B, Emerson Alumni Hall
University of Florida, Gainesville, FL

Committee Members:

Marsha D. Powers (Committee Chair), David L. Brandon, Christopher T. Corr, Morteza “Mori” Hosseini (Board Chair), Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Patrick O. Zalupski

- 1.0 Call to Order and Welcome...Marsha D. Powers, Chair
2.0 Verification of Quorum ..... Vice President Liaison
3.0 Review and Approval of Minutes .....Marsha D. Powers, Chair
December 7, 2023
February 5, 2024
4.0 Action Items.....Marsha D. Powers, Chair
FSPPM1 Enterprise Resource Planning Implementation Partner Selection.....Elias Eldayrie, Vice President and Chief Information Officer
FSPPM2 Baby Gator Fee Update ..... Taylor Jantz, Interim Chief Financial Officer
5.0 Discussion Items .....Marsha D. Powers, Chair
5.1 CFO Update ..... Taylor Jantz
5.2 UF Health Update ..... Jim Staten, Senior Advisor to the President
6.0 New Business.....Marsha D. Powers, Chair
7.0 Adjourn .....Marsha D. Powers, Chair





**COMMITTEE ON FINANCE, STRATEGIC PLANNING  
AND PERFORMANCE METRICS**

**Meeting Minutes**

**December 7, 2023**

**President's Room 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, Florida**

**Time Convened: 2:45 p.m.**

**Time Adjourned: 3:29 p.m.**

**Committee and Board members present:**

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer and Senior Advisor to the President; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; Brian Mawdsley, Deputy Chief Investment Officer for UFICO; William Reeser, Chief Executive Officer and Chief Investment Officer for UFICO; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 2:45 p.m.

**2.0 Verification of Quorum**

Office of the Chief Financial Officer Interim Lead Taylor Jantz verified a quorum with all members present, except for Trustee Corr who had an excused absence.

### **3.0 Review and Approval of Minutes**

Committee Chair Powers asked for a motion to approve the minutes of the June 8, 2023 committee meeting and November 13, 2023 committee pre-meeting, which was made by Trustee O'Keefe, and a second, which was made by Trustee Brandon. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed and the motion was approved unanimously.

### **4.0 Action Items**

#### **FSPPM1 FY25 Housing Rate Increase**

Interim Lead Jantz provided a brief overview of the action item. The committee is proposing to maintain the previously approved 4.5% annual increase to on-campus housing rates through FY30 and requesting an additional 2% for FY25-FY30, for an overall annual increase of 6.5%. The increase will allow the university to maintain base housing operations, account for unforeseen inflation, and continue to improve on-campus experience for students.

Board Chair Hosseini commented with a 57% increase in Honors Village applications, improving and expanding on-campus housing is imperative. He added that the increase in rates could allow greater availability for financing new housing options. He noted the possibility to increase the rates again in the future, assuming we remain competitive to the local market. We will review our bond financing availability. The goal is to issue an additional bond by the end of next year when the interest rates come down. This is for our students on campus and the value it brings to parents and us is priceless. The more students stay on campus, the more successful they are. Committee Chair Powers commented how far below market university housing is priced and stated the need to ensure that on-campus housing options are up to date, safe, and have competitive rates to accomplish President Sasse's goal of increasing housing and improving the overall wellbeing of students. Trustee Brandon shared that a market study was completed, and we are now aware of our \$500M in deferred maintenance needs. He suggested the Board have a strategic discussion to address how many rooms we want to grow, what needs to be addressed to improve our current buildings, and how do we fund these needs. The model is a 2-year trailing revenue that has been impacted negatively by COVID. He agreed with Board Chair Hosseini the bond market will likely improve later next year. A strategic plan will get us from our current state to where we want to be. President Sasse expressed his aspiration to have housing for all freshman, sophomores, and some upper classmen. This would be an approximate total of 20,000 beds. We have 40,000 undergraduate students and currently we only have 8,600 beds. The additional 11,400 beds need be added over the course of the next decade. The data shows a student's overall wellbeing is substantially improved by living on campus. He noted UVA has an initiative to provide on campus housing for all their freshman, sophomore, and senior students. UF needs to at minimum aspire to provide mandatory on campus housing for first year students and sufficient housing to all of our fall freshmen, sophomore, and some upperclassmen students. Board Chair Hosseini asked for clarification on the total increase. Interim Lead Jantz stated the increase will be an extension to the previously approved 4.5% that expires next year, plus an additional 2%

on top of that, for a total of 6.5%. He noted the increase will create the opportunity to shore up the university's current housing model and prepare for President's Sasse's aspirations of expansion.

The Committee Chair asked for a motion to approve Action Item FSPPM1 which was made by Trustee Patel, and a second, which was made by Trustee O'Keefe for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **FSPPM2 FY25 Housing Tier Addition for Honors Village**

Interim Lead Jantz provided a high-level overview of the item stating that when originally built, the Honors Village only had traditional single and double rooms. After the bond documents were approved, additional private and suite rooms with baths were added. As a result, an additional pricing tier needs to be added to university's rate card.

The Committee Chair asked for a motion to approve Action Item FSPPM2 which was made by Trustee Brandon, and a second, which was made by Trustee O'Keefe for recommendation to the Board for its approval on the Consent Agenda. The Committee Chair asked for further discussion, and then asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

## **5.0 Discussion Items**

### **5.1 CFO Report**

Interim Lead Jantz began the discussion by thanking his team along with the President and the Board for their support. He provided a high-level overview of the quarterly financials explaining that overall, the university remains on track. He also provided a brief credit rating update and mentioned that the university ratings presentation will occur in the spring.

Quarterly Financials Summary (Q1 FY24): He provided an update on the strategic funding process, the continuation of the budget model, and financial transparency initiative. Our financials are looking good, better than last year. He thanked Board Chair Hosseini for his efforts to obtain an unprecedented amount of state funding for this fiscal year. He explained that campus was recently introduced to a more formalized strategic funding process that has provided seed funding to key initiatives across campus. We received \$130M new recurring funds from the state. These strategic funds will allow us to solicit proposals and annually fund projects for internal innovation. He stated that over 250 proposals were submitted and those selected are being awarded in multiple rounds. Notably, three major initiatives have been funded are: Innovation Hub for Urban Pest Management, Ubiquitous Campus Wi-Fi, and Florida's Digital Twin.

Budget Modernization Initiative FY25 Update: The FY25 Budget Modernization Initiative will highlight three historical concerns and solutions. Concern #1: how do I compare my budget to other campus units' budgets? Solution #1: we created a standard, all-funds template that every unit's budget must conform to, and we are implementing an industry leading planning and budget software called Adaptive. Concern #2: I don't understand how state funds are allocated

to my college. Solution #2: FY25 will begin the process of allocating a portion of state funds on two outcome-based metrics: Instruction and Research Expenditures. Concern #3: How do I know how much central services are costing me? Solution #3: we have implemented an activity-based costing model that charges academic units for services based on consumption proxies. He introduced the concept of “radical practicality”, a pyramid foundation for budget and financial transparency. The pyramid consists of three steps: What are our resources?, How do we spend our resources?, and Why do we invest resources the way we do? Once we answer the bottom two steps, the What and the How, it will allow the Board and the President to get to the Why at the top of the pyramid. He emphasized the university needs to double down on efforts around data to make practical and transparent financial decisions. Committee Chair Powers reminded the Board of when the university did not have a budget model and reiterated the need to understand what is being spent and why. We have been very fortunate to have Board Chair Hosseini continue to improve our funding from the state. The new budget model will allow him to continue to go to Tallahassee and provide a clear data of what state funding was provided to us, why we requested the funds, and what we spend the funds on. Moving to a zero-based budgeting system is more important over time to for us understand how we allocate resources and what we do. Interim Lead Jantz agreed and added that transparency is what we are striving for. He noted the “What” step has been completed. He outlined the four steps in the “How” step: 1. Understand resources available, 2. Affirm vision and set strategic goals, 3. Evaluate resource portfolio alignment with our vision and goals, and 4. Affirm, re-prioritize, or re-allocate funds to invest in our vision and goals. This process will be our new reality. He concluded by outlining our timeline for the introduction of the “radical practicality” budget process. In Spring 2024, a pilot program will begin with select units across the university. In Summer 2024, the committee will return to the Board with a report to gather feedback and answer questions. In Fall 2024, the program will go live campus wide. In Winter 2024/2025, the committee will return to the Board to share a comprehensive report in the hopes this initiative will provide a next layer of transparency and reduce financial decentralization across campus.

Board Chair Hosseini thanked Committee Chair Powers for her leadership and reiterated the need for financial transparency. He thanked Interim Lead Jantz for his hard work over the past few months and noted he is always responsive. UF will benefit from this financial transparency. President Sasse shared his thanks to Interim Lead Jantz and his team as well. They have kept the process moving forward, which has been essential.

## **5.2 UFICO Update**

Deputy Chief Investment Officer of UFICO Brian Mawdsley provided high level updates of the Endowment and Operating portfolios. The portfolios are outperforming benchmarks for trailing 3, 5, and 10-year periods. He briefly reviewed the endowment portfolio asset allocation and discussed strategy enhancements to the operating portfolio. Trustee Zalupski asked how we compare to our peer institutions. Mr. Mawdsley stated that the data will be available for the March Board meeting. He anticipates a median return of 4-6%, depending on the peer group side used. He concluded by providing an update on the operating portfolios asset allocation, investment performance, and yield.

## **6.0 New Business**

There was no new business to come before the committee.

**7.0 Adjourn**

There being no further discussion, Committee Chair Powers adjourned the meeting at 3:29 p.m.

DRAFT



**COMMITTEE ON FINANCE, STRATEGIC PLANNING  
AND PERFORMANCE METRICS**

**Pre-Meeting Minutes**

**Virtual Meeting**

**February 5, 2024**

**Time Convened: 10:36 a.m.**

**Time Adjourned: 11:12 a.m.**

**Committee and Board members present:**

Marsha D. Powers (Committee Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Morteza "Mori" Hosseini (Board Chair), Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Fred S. Ridley, Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Interim Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; William Reeser, Chief Investment Officer of UFICO; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Committee Chair Marsha D. Powers welcomed everyone in attendance and called the meeting to order at 10:36 a.m.

**2.0 Roll Call**

Interim Chief Financial Officer Taylor Jantz conducted a roll call, and all Committee members were present, except Trustee Zalupski.

**3.0 Review Draft Agenda for March Meeting**

Committee Chair Powers noted the pre-meeting is for discussion only and no action will come to the committee. The following items were addressed by the Committee:

### 3.1 Review Draft Minutes

- **December 7, 2023**

Committee Chair Powers reminded committee members to review the draft minutes prior to the board meeting in March.

### 3.2 Review Action Items

- **FSPPM1 Enterprise Resources Planning Implementation Partner Selection**

Interim CFO Jantz stated we have selected Deloitte as the Workday implementation partner. The overall project budget will be \$146M, with a \$67.5M fixed fee Deloitte contract. He thanked Vice President Elias Eldayrie for his hard work negotiating to reduce that project budget down from the \$163M originally projected. This is a major investment for UF, but it is an essential upgrade. VP Eldayrie provided high-level details about the contract with Deloitte and discussed the overall scope of the project based on fixed fees and deliverables. Board Chair Hosseini provided a brief history of the project that began in 2019, but was paused due to COVID-19. He emphasized our need to upgrade our system. He noted VP Eldayrie and team have done an amazing job. VP Eldayrie thanked the Board, President, Vice President Melissa Curry, and others for their support. He added a special thanks to Interim CFO Jantz for jumping in to support the project. Board Chair Hosseini stated he is doing a great job as Interim CFO. Committee Chair Powers agreed and added she is proud of the entire team.

- **FSPPM2 Baby Gator Fee Update**

Interim CFO Jantz stated the need to increase Baby Gator fees by 12% to get Baby Gator at 90% of the average market rate. Currently, we are at a 78% average market rate with a \$500K operating deficit. Even with the increase to 90% average market rate, we will have a \$250K operating deficit. We believe there are internal efficiencies we can gain to get to a breakeven standpoint. Baby Gator is a critical service for our employees and students. It is important for us to maintain rates below market. Our current waiting list is 200+ families. The 12% increase will help mitigate some short-term funding pitfalls we have. Board Chair Hosseini stated the rate increase is warranted because we need to expand Baby Gator to support our employees and students. He agreed that the increase is reasonable and stated that it should remain at or below 90% of market rates. He will be assigning someone to work with administration on the expansion of Baby Gator. Taking care of our employees and students' children will help them reduce stress, be more productive at work, and elevate UF above other institutions. Committee Chair Powers wholeheartedly agreed. Trustee Zucker reminded the committee the Baby Gator expansion project is ongoing, currently in phase two of three. Once completed, it will expand the program and improve accessibility. She expressed the need for the Board to be involved with the project. As a project investor, she requested timely updates be sent. President Sasse thanked Trustee Zucker for her investment and affirmed she will be updated. Board Chair Hosseini charged Interim CFO Jantz to work with Interim Vice President Maria Gutierrez Martin to provide an update to Trustee Zucker before the March meeting. Interim CFO Jantz agreed. Trustee O'Keefe agreed on the importance of Baby Gator and the potential opportunity to be impactful beyond campus as a role model for one of the best practices for children. Trustee Wright asked if the lower rates for students will remain. Interim CFO Jantz stated that the rates will remain lower than published rates for faculty and staff.



### **3.3 Review Discussion Items**

- **CFO Update**

Interim CFO Jantz provided a few high-level updates noting strong performance overall in regard to university financials, the kick-off of the radical financial transparency initiative next week, and a pilot program for tuition payment plans for students. He stated he would go into greater detail at the March meeting.

- **UFICO Update**

UFICO CIO Bill Reeser shared he will provide a performance peer review and quarterly performance update at the March meeting.

- **UF Health Update**

Senior Advisor Jim Staten provided brief updates on UF Health financials. He shared we have launched the transition committee for the new UF Health Board. President Sasse expressed his thanks to Committee Chair Powers for agreeing to lead the transition committee and to Senior Advisor Jim Staten for agreeing to be lead staffer. The 9-member board was publicly announced last week. Committee Chair Powers emphasized the importance of working together towards the goal of becoming a \$10B enterprise, and one of the top academic institutions and health care systems in the nation. Board Chair Hosseini reiterated Committee Chair Powers' comments. Committee Chair Powers stated there will be ongoing updates. Trustee Wright shared College of Medicine faculty are asking for additional details on this new governing board. She asked for Committee Chair Powers, Board Chair Hosseini, President Sasse, or Senior Advisor Jim Staten to attend an upcoming Faculty Senate meeting to provide an in-depth overview. President Sasse stated he would attend the March Faculty Senate meeting or one in the near future to provide the overview to the faculty.

### **4.0 New Business**

There was no new business to come before the committee.

### **5.0 Adjourn**

There being no further discussion, Committee Chair Powers adjourned the meeting at 11:12 a.m.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING  
AND PERFORMANCE METRICS  
ACTION ITEM FSPPM1  
March 7, 2024**

**SUBJECT:** Enterprise Resources Planning Implementation Partner Selection

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**BACKGROUND INFORMATION**

The University of Florida (UF) is undertaking a university-wide initiative to modernize and replace the 20-year-old enterprise resource planning (ERP) system with Workday's cloud-based solution. The core ERP system in scope for the Workday cloud solution includes human capital management, financials, grants management, payroll, reporting, and analytics.

UF issued a Request for Response (FY23-RFR-011) on June 30, 2023, to solicit proposals from qualified vendors with strong consulting and implementation capabilities and experience in deploying Workday. The UF ERP Steering Committee recommends Deloitte to serve as the Workday Implementation Partner.

**PROPOSED COMMITTEE ACTION**

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve the revised UF ERP project budget (\$146M), which includes \$67.5M for executing the UF and Deloitte contract for recommendation to the Board of Trustees for approval on the Consent Agenda.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

None.

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Supporting Documentation Included: ERP Project Update

Submitted by: Taylor Jantz, Interim Chief Financial Officer and Elias Eldayrie, Vice President & Chief Information Officer

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza "Mori" Hosseini, Chair

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Ben Sasse, President and Corporate Secretary



# FSPPM – ERP Project Budget Update



## UF ERP Project Costs by UF Fiscal Year

Labor Costs	Jul 2024 - Jun 2025	Jul 2025 - Jun 2026	Jul 2026 - Jun 2027	Jul 2027 - Jun 2028	Total
UF Labor (backfill/new hire)	\$7,400,000	\$12,650,000	\$11,650,000	\$5,400,000	\$37,100,000
Vendor labor (Deloitte)	\$8,672,521	\$17,928,116	\$21,924,889	\$18,916,573	<b>*\$67,442,099</b>
Data and reporting labor (EDW)	\$3,950,000	\$2,700,000	\$2,700,000	\$1,350,000	\$10,700,000
Quality assurance	\$300,000	\$400,000	\$200,000	\$0	\$900,000
Remediation funds for distributed units	\$1,200,000	\$800,000	\$800,000	\$400,000	\$3,200,000
Reconfigure/replacement	\$400,000	\$400,000	\$450,000	\$250,000	\$1,500,000
<b>Labor Sub Total</b>	<b>\$21,922,521</b>	<b>\$34,878,116</b>	<b>\$37,724,889</b>	<b>\$26,316,573</b>	<b>\$120,842,099</b>
Non Labor Costs	Jul 2024 - Jun 2025	Jul 2025 - Jun 2026	Jul 2026 - Jun 2027	Jul 2027 - Jun 2028	Total
Training, Facilities, Equipment	\$1,585,000	\$526,494	\$126,494	\$126,494	\$2,364,482
Technology subscription costs - Other	\$519,214	\$621,370	\$354,742	\$174,038	\$1,669,363
Workday subscription ( <b>*\$66,975,000 paid over 15 years</b> )	\$100,000	\$500,000	\$3,000,000	\$5,281,250	\$8,881,250
Project contingency (~9-10% of total labor)	\$2,700,000	\$4,200,000	\$3,800,000	\$1,600,000	\$12,300,000
<b>Non Labor Sub Total</b>	<b>\$4,904,214</b>	<b>\$5,847,864</b>	<b>\$7,281,236</b>	<b>\$7,181,782</b>	<b>\$25,215,095</b>
<b>Total Costs</b>	<b>\$26,826,735</b>	<b>\$40,725,980</b>	<b>\$45,006,125</b>	<b>\$33,498,355</b>	<b>**\$146,057,194</b>

**\*Legend:** Deloitte and Workday contracts are negotiated and final

**\*\*Legend:** Updated TCO is \$17 million less than the original estimate of \$163,300,000

An additional \$3 million is estimated for work related to the UF data strategy to support the new ERP



# FSPPM – ERP System Implementation Partner: Deloitte

The UF Board of Trustees Technical Review Committee approved the Deloitte recommendation on December 8, 2023

## Contract Overview

- High Level Project Scope
  - 246 business and technical requirements
  - 193 data integrations
  - 53 bolt-on or third-party applications
- Contract Fixed Fee (paid over three years)
  - Total UF hours: 570,264
  - Total Deloitte hours: 242,038
  - Fixed Fee + De Minimis Change Orders (10%): \$67,442,100

### Business and Technical Requirements

include the functional and technical processes required to operate HR, Payroll, Finance, Grant Administration, Reporting, and Analytics.

**Data Integrations** support data flows between the Workday ERP system and Bolt-On or other third-party systems that enable process workflow, reporting, and analytics.

**Bolt-On Applications** are companion systems designed to augment business processes that are managed outside of the Workday ERP system.



## FSPPM – Deloitte Contract Highlights

- Payment schedule synced to critical milestones & includes a holdback % until critical milestones are met
- Delay credits are imposed if the vendor causes an issue that delays the delivery of critical milestones
  - \$10K per day / \$1M for go-live
- UF reserves the right to remove vendor personnel as needed and interview client-facing personnel
- Non-compete clause in place during the project implementation
- Several warranties are in place for six months after project closeout:
  - Solution Functionality – all UF business and technical requirements function as designed
  - Performance warranty – manage support cases with Workday for system performance
  - Completeness warranty – all UF business and technical requirements documented to avoid scope change
- Six months of system optimization post go-live
- If UF terminates the contract in full or in part, the vendor is required to assist UF with transition up to 12 mo.



**COMMITTEE ON FINANCE, STRATEGIC PLANNING  
AND PERFORMANCE METRICS  
ACTION ITEM FSPPM2  
March 7, 2024**

**SUBJECT:** Baby Gator Fee Update

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**BACKGROUND INFORMATION**

Baby Gator Child Development Centers offer high quality childcare to children ages six weeks to five years. Baby Gator’s mission is to provide quality care and early education, foster a life-long love of learning, advance research across disciplines, support professional development in all fields related to children and families, and promote UF’s preeminent stature.

Baby Gator tuition rates are currently 22% below the average market rate for similar childcare centers in the Gainesville area. Inflationary pressures of recent years have challenged Baby Gator’s ability to provide the highest quality childcare for a rapidly growing UF community. The Baby Gator leadership team recommends increasing tuition rates to align more closely with the market.

**PROPOSED COMMITTEE ACTION**

The Committee on Finance, Strategic Planning and Performance Metrics is asked to approve a 12% increase in Baby Gator tuition rates bringing rates equal to 90% of the average market rate in Gainesville.

**ADDITIONAL COMMITTEE CONSIDERATIONS**

None.

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Supporting Documentation Included: Baby Gator Tuition Rate Scenarios and Recommendation

Submitted by: Taylor Jantz, Interim Chief Financial Officer

**Approved by the University of Florida Board of Trustees, March 8, 2024**

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Morteza “Mori” Hosseini, Chair

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Ben Sasse, President and Corporate Secretary

Baby Gator Tuition Rate Scenarios			
	78% of Market Rate (Current State)	Scenario 1: 90% of Market Rate	Scenario 2: Equal to Market Rate
<i>Market Rate</i>	\$281/week	\$281/week	\$281/week
Baby Gator Rate	\$221/week	\$253/week	\$281/week
Unit Subsidy Rate	\$3,500/child	\$3,500/child	\$3,500/child
Annual Revenues	\$4.31M	\$4.59M	\$5.01M
Annual Expenses	\$4.84M	\$4.84M	\$4.84M
Operating Margin	(\$0.53M)	(\$0.25M)	\$0.17M

Recommendation





**BOARD MEETING**

**AGENDA**

**Friday, March 8, 2024**

**~10:25 a.m.**

**President’s Room 215B, Emerson Alumni Hall  
University of Florida, Gainesville, FL**

- 1.0 Call to Order and Welcome .....Morteza “Mori” Hosseini, Chair
- 2.0 Verification of Quorum..... Mark Kaplan, Vice President and University Secretary
- 3.0 Recognition .....Mori Hosseini, Chair
- 4.0 Public Comment..... Amy Hass, Vice President and General Counsel
- 5.0 Action Items (Consent) .....Mori Hosseini, Chair

**BOT Minutes**

[December 8, 2023](#)

[December 20, 2023](#) (virtual meeting)

**Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)**

- AFSSPRSC1 Tenure Upon Hire
- AFSSPRSC2 Degree Program Terminations
- AFSSPRSC3 Self Supporting Program
- AFSSPRSC4 Instructional Site: Jacksonville Site

**Committee on Facilities and Capital Investments (FCI)**

- FCI1 Transportation and Parking Auxiliary-Covenants Relating to Facilities with Outstanding Revenue Bonds

**Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**

- FSPPM1 Enterprise Resource Planning Implementation Partner Selection Update
- FSPPM2 Baby Gator Fee Update

- 6.0 Action Items (Non-Consent) .....Mori Hosseini, Chair

**Committee on Facilities and Capital Investments (FCI)**

- FCI2 Naming: Tyler “Tyce” Hall Trail
- FCI3 Naming: W.W. Glenn Teaching Building

7.0 President’s Report ..... Ben Sasse, President

8.0 New Business ..... Mori Hosseini,  
Chair

9.0 Comments by the Chair of the Board ..... Mori Hosseini, Chair

10.0 Adjourn ..... Mori Hosseini, Chair



## **BOARD MEETING MINUTES**

**December 8, 2023**

**President's Ballroom 215B, Emerson Alumni Hall**

**University of Florida, Gainesville, FL**

**Time Convened: 10:32 a.m.**

**Time Adjourned: 12:30 p.m.**

### **Committee and Board members present:**

Morteza "Mori" Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Olivia E. Green, Daniel T. O'Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Danaya C. Wright, Patrick O. Zalupski, and Anita G. Zucker.

### **Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President for Academic Affairs; Melissa Curry, Vice President for Human Resources; Kurt Dudas, Vice President/Jacksonville Lead; Elias Eldayrie, Vice President and Chief Information Officer; Robert Gilbert, Interim Senior Vice President for Agriculture and Natural Resources; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; Marsha McGriff, Chief Diversity Officer; David Nelson, Senior Vice President for Health Affairs and President of UF Health; David Norton, Vice President for Research; Mary Parker, Vice President and Chief Enrollment Strategist; Curtis Reynolds, Vice President for Business Affairs; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; Scott Stricklin, Director of Athletics; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

### **1.0 Call to Order and Welcome**

Board Chairman Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:32 a.m.

Just prior to this meeting, Vice President Kurt Dudas shared a presentation on Jacksonville Strategic Initiatives. Board Chairman Hossini emphasized UF has a tremendous opportunity in Jacksonville. We have 10,000 employees in Jacksonville and our partners in the city are eager to help UF. He requested that VP Dudas work with the President to fine tune the presentation by February, so they can meet with our partners and present our vision for Jacksonville. This will help us with the second round of fundraising. We are requesting another \$75M from the state

during the upcoming legislative session. We need \$300M to start phase 1 of this project. In the next 5-8 years, we will invest \$1B in the Jacksonville campus. He thanked the President, Trustee Zalupski, and VP Dudas for their hard work on this project so far.

## **2.0 Verification of Quorum**

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Corr, Heavener, and Ridley who had excused absences.

## **3.0 Recognitions**

Board Chairman Hosseini recognized Vice President Curtis Reynolds and Retired Trustee Amanda Phalin. Resolutions honoring each of them were read into the record at the meeting.

## **4.0 Public Comment**

Vice President and General Counsel Amy Hass informed the Board there were no public comments to come before the Board.

## **5.0 Action Items (Consent)**

### **BOT Minutes**

Board Chairman Hosseini asked if there were any additions or corrections to the minutes. Hearing none, he asked for a motion to approve the meeting minutes from June 8, 2023, June 26, 2023, September 7, 2023, and October 3, 2023, which was made by Trustee O'Keefe and seconded by Trustee Zucker. Board Chair Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

Board Chairman Hosseini stated there are 20 action items on the consent agenda for five committees. The action items were taken up by committee.

### **Committee on Academic, Faculty, Student Success, Public Relations and Strategic Communications (AFSSPRSC)**

The Board Chairman asked for a motion to approve Action Items AFSSPRSC1, AFSSPRSC2, AFSSPRSC3, and AFSSPRSC4, which was made by Trustee Brandon and seconded by Trustee Wright. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee Audit and Compliance (AC)**

The Board Chairman asked for a motion to approve Action Items AC1, AC2, and AC3, which was made by Trustee Cole and seconded by Trustee Brandon. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Facilities and Capital Investments (FCI)**

The Board Chairman asked for a motion to approve Action Items FCI1, FCI2, FCI3, and FCI4, which was made by Trustee Powers and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Finance, Strategic Planning and Performance Metrics (FSPPM)**

The Board Chairman asked for a motion to approve Action Items FSPPM1 and FSPPM2, which was made by Trustee Wright and seconded by Trustee Brandon. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **Committee on Governance, Government Relations and Internal Affairs (GGRIA)**

The Board Chairman asked for a motion to approve Action Items GGRIA1, GGRIA2, GGRIA3, GGRIA4, GGRIA5, GGRIA6 and GGRIA7, which was made by Trustee Zucker and seconded by Trustee Cole. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **6.0 Action Items (Non-Consent)**

The Board Chairman asked for a motion to approve the Action Item FCI5, which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

The Board Chairman then asked for a motion to approve the Action Item FCI6, which was made by Trustee Brandon and seconded by Trustee Zucker. Board Chairman Hosseini asked for further discussion, after which he asked for all in favor of the motion and any opposed, and the motion was approved unanimously.

### **7.0 President's Report**

President Sasse shared he would be highlighting 9 key points in his report today. He noted that an update on the future of college athletics finances will be shared in his report at a future board meeting. Before he reviewed his 9 key points, he provided a brief update on rankings.

The President shared that a working group including himself, Board Vice Chair Patel, Interim Provost Angle, Associate Provost Cathy Lebo, Vice President Raymond Sass, and other university administrators has been formed to address the rankings algorithm changes by U.S. News and World Report. Board Vice Chair Patel summarized the process of the changes to criteria used for rankings released by U.S. News and World Report in April 2023. He stated we have been studying the new criteria, the impact that the changes will have on UF, and the initiatives we can execute. The 5 key buckets are: graduation rates, enrollment, research, faculty citations, and salary. Within the 5 key buckets, we have identified 44 initiatives that could potentially be put into place. The process of categorizing those initiatives includes feasibility, impact on UF, and low-cost implementation. At the next meeting, we will go into more detail on these initiatives. Interim Provost Angle indicated that within the quantitative model, it will allow us to bucket initiatives into short, middle, and long-term, as well as into high, middle, or low cost. He feels confident that we can improve our U.S. News and World Report ranking within a reasonable time if we follow the plan we have developed. For example, our honorifics ranking can be improved by using our AAAS system created by Interim SVP Gilbert and his UF/IFAS team to identify faculty who

have the capability to become AAAS fellows. He noted aligning the president's goals with rankings, specifically U.S. News and World Report, is something we should focus on. Board Vice Chair Patel shared another example regarding citations: UF currently ranks 96<sup>th</sup> in this category. However, the work we're doing on the ground is much more than what we are receiving credit for. We are working hard to ensure the citations say "University of Florida", so we receive credit for our work. The citations ranking hits all the criteria: easy to implement, big impact, quick results, and it's low-cost. Trustee Powers added that rankings are very important to the university, the legislature, and to the state of Florida to have a #1 public university. She thanked the group for their efforts to develop the methodology to ensure that UF continues to be #1. Trustees Cole, Brandon, and Zalupski agreed with Trustee Powers on the importance of the rankings and the methodology we are putting into place. Trustee Wright added that building strength under metrics will help us solidify us in the rankings. President Sasse added Chairman Hosseini has been pushing us on how to tell the UF story better. He noted there will be a personnel and initiatives announcement at the start of 2024. UF is one of two institutions in the SEC and AAU that tend to be ranked highly in both academics and athletics. We need to attack metrics that inform rankings and build out broader strengths and tell that story.

President Sasse summarized the 9 key points in his report.

- **Post Tenure Review:** UF does not view post tenure review as a compliance burden, but rather an opportunity to better clarify how we think about the differentiated roles of faculty and UF will strive to make this as administratively simple as possible for our faculty. We owe it to our colleagues to clarify tracks within a big university, which faculty should be on a teaching track, a research track, or a hybrid track, and what is service and is it truly of service. We view this as an opportunity to improve ourselves so we can best fulfill our world changing mission and to tell our story. Post tenure review has nothing to do with politics, it has to do with rigor and output. UF has 6,400 faculty on an instructional list that we submit to SACSCOC annually, which includes 4,000 tenure or tenure track faculty. We currently have 1,806 tenured faculty who have been tenured for five or more years. 20% or 1/5 of these tenured faculty, who have been tenured 60 months or more, will be evaluated this coming year, which comes out to approximately 380 tenured faculty for the first review class. Our current annual review process is not good enough. We want a simple process for our faculty, but robust for our institution and taxpayers who fund us.
- **Direct Hire Authority:** The state recently granted direct hire authority to the presidents of Florida's universities and UF plans to use it. We want to be able to make competitive offers and we want to reduce the academic hiring process from semesters to weeks. We will seek out the greatest minds and recruit them to join UF. We want to be fast; we do not want to be complacent. Regarding rankings, these hires will be a main driver to workstreams around faculty productivity and other metrics. Our new hires on average have far more output than our departing faculty. We want more hires, faster hires, more excellence, more notoriety, more research, and more life change for our students. (For example, The Hamilton Center has received over 600 faculty applications since the beginning of the semester.)
- **Myth of Faculty Attrition:** Fact #1 - UF consistently beats the national average on retention. We are well below the 10.6% national average. Fact #2 - the biggest driver of turnover at UF is practicing medical professors, not politically isolated professors. UF's turnover percentages are higher because of the size of UF Health. We are proud to operate a Top 3 health institution

in the state of Florida. However, due to healthcare having a higher rate of turnover than academia on average, the institutional turnover rate looks higher than what it would be if we didn't have a large health system. Even with the health system, UF beats the national average. Fact #3 - in the past 7 years, UF has annually hired far more faculty than leave every single year, except year 1 of COVID. UF has nearly unrivaled job creation for academics, and new faculty hires outpace our faculty departures. We have hired 606 new faculty in 2023. Faculty are eager to get to UF. Not all departures are the same, there is a big difference between retirement and a buyout. The high calling of education and hard work of our faculty into their careers should not be used to advance a lazy narrative. UF wants faculty to come to do world changing work, there is no mass exodus, and we want to recruit the best talent in the country.

- **Transparent Funding:** UF wants to recognize more broadly that higher education has a massive public trust gap. In 2015, 57% of Americans responded to Gallup that they had confidence in higher education. In 2019, that percentage reduced by 10% to 47%. In 2023, it reduced by another 11% to 36%. Of the Top 30 institutions in the country, UF receives the least tuition funding. In the state of Florida, higher education has a declining public trust problem, and we need to be mindful of that. We have an obligation to commit to being transparent about what we measure and what we spend the taxpayers' money on, including transparency on a college level. What does research leave actually buy the state of Florida – we have to be able to explain and account for research output for that investment. This is part of fulfilling our mission as a unique land-grant and flagship institution. We will have to ensure our deans understand that they are representatives of the university's administration and the Board.
- **Strategic Funding Initiative:** After receiving \$130M in new recurring funding from the legislature last session, we established for the first time that more than half of the new money would not be directed based on historic formulas, but rather directed to the units that compete and win with definable special strategic projects. We have run this special project through the Chief Financial Officer's Office to promote 2 basic categories of work: 1. the interdisciplinary research that promotes the mission that is both elite and practical here and 2. projects that will improve student experience. We received more than 250 submissions, 36 proposals have already been selected and announced in the first 3 rounds of funding, and a final round of proposals will be announced before the end of this year. The first round of 19 proposals was awarded \$13.4M on October 3, 2023, and the second round of 7 proposals awarded \$5.5M on November 13, 2023. Feasibility study grants have been created for proposals that need more work before being awarded. This week we announced 10 proposals in the third round of funding were awarded \$11M. Some projects that have been awarded funding are in the Colleges of Medicine, Education, Public Health & Health Professions, and Liberal Arts and Sciences, as well as the UF Health Cancer Center, McKnight Brain Institute, and Information Technology.
- **Increased utilization of HiPerGator:** HiPerGator is an extraordinary tool. It is the 51<sup>st</sup> largest supercomputer on Earth and it is the largest supercomputer on a university campus in the nation. We are not using all its capacity and we have a challenge to do so. The digital revolution that we are experiencing is going to dramatically disrupt higher education, the collapse of marginal computing cost and price close to zero, means we are going to be able to apply big data to every challenge. There is AI in everything, and we want to apply that in a more disciplined way. We are uniquely positioned because of our partnership with NVIDIA.



We not only are not using our full capability, but people also do not know to come to us for access to that capability. We need to have an interplay between problems that exist in the state of Florida, the big brains in our faculty, and the big compute power that is HiPerGator. To accomplish this, we are adding 7 research software engineers, and we expect to add more in the future. These research software engineers can do the amazing work of connecting practical problems in the state with faculty brains with access to HiPerGator. We need a lot more graduate students and entrepreneurial minds in the state to want to come to UF, want to stay, and want to have access to doing this work and telling these stories.

- **Partnerships:** UF has many ideas to improve student experience. Digital learning versus in person learning with more rotational programs is likely in the future. UF Online is an amazing tool in its own right; it's also a tool we should be building on. We need to move faster than we have in the past and the best way to do that is to partner with people who have other capabilities. An update on education for pre-18-year-olds will be provided at a future board meeting, including hybrid content in an elite way. We don't think about these partnerships as just philanthropy, but also definable opportunities.
- **Campus Planning:** UF has 8,600 beds for 40,000 undergraduate students. We want to dramatically increase the number of beds. The data shows on-campus student housing increases learning attainment, community building, and sense of identity with UF. We want students to build life-long learning, to leave UF not only with a diploma, but with a cohort of friends.
- **Post October 7<sup>th</sup> Moment:** UF is home to the largest number of Jewish students at any university in the country. We are honored and committed to that legacy. UF has not and will not be in the habit on commenting on every issue, but we will always clearly distinguish good and evil. In a letter to our Jewish alumni, we wanted to be clear that we condemned the Hamas terror attack on October 7, 2023. The occasion that led us to comment on that was the vigil held on campus and the mistaken assumption that there had been an attack here. UF will defend speech, association, and protest rights. We are absolutely going to protect all our students. UF will condemn any acts of vandalism and violence. These acts will be rigorously pursued and prosecuted. We will defend everyone's right to free speech, but we will hold the line and suspend or fire anyone who engages in violence or vandalism.

## **8.0 New Business**

There was no new business to come before the Board.

## **9.0 Comments by the Chair of the Board**

Board Chairman Hosseini said the best is yet to come for UF at President Sasse's inauguration and again today. In his remaining 2 years on the Board, he wants to see everything we have put into place come to fruition. It makes such a difference to see the change we can make for all of us, for our students, and for our state. He thanked the university leaders for their hard work, the Board could not do it without them. The cohesiveness of the Board is unique and helps propel UF forward. We are going to support and stand for our president, faculty, staff, and students. The Board will work hard to ensure that in the next 2 years, UF is setup to do incredible things for the next generation. He wants UF to be the most elite university in the country without any politics, just focused on educating our students. When they graduate from UF, they not only have a diploma, they have a job. He thanked Vice President Curtis Reynolds, Retired Trustee Amanda

Phalin, and Trustee Wright for their good work on the Board. He wished the students good luck with their finals, including Trustee Green, congratulations to all the students graduating next week, a special happy birthday to Trustee Powers, and safe and happy holidays to all.

#### **10.0 Adjourn**

There being no further discussion, Board Chair Hosseini adjourned the meeting at 12:03 p.m.

DRAFT



**BOARD MEETING MINUTES**  
**December 20, 2023**  
**Virtual Meeting**  
**University of Florida, Gainesville, FL**  
**Time Convened: 10:01 a.m.**  
**Time Adjourned: 10:20 a.m.**

**Board members present:**

Morteza “Mori” Hosseini (Board Chair), David L. Brandon, Richard P. Cole, Christopher T. Corr, Olivia E. Green, Daniel T. O’Keefe, Rahul Patel (Board Vice Chair), Marsha D. Powers, Fred S. Ridley, Danaya C. Wright, and Anita G. Zucker.

**Others present:**

Ben Sasse, President; Scott Angle, Interim Provost and Senior Vice President of Academic Affairs; Melissa Curry, Vice President for Human Resources; Elias Eldayrie, Vice President and Chief Information Officer; Amy Hass, Vice President and General Counsel; Taylor Jantz, Office of the Chief Financial Officer; Mark Kaplan, Vice President for Government and Community Relations and University Secretary; Jim Kelly, Interim Chief Executive Officer for UF Health Shands; David Kratzer, Senior Vice President for Construction, Facilities, and Auxiliary Operations; Maria Gutierrez Martin, Interim Vice President for Advancement; David Nelson, Senior Vice President for Health Affairs and President of UF Health; Mary Parker, Vice President and Chief Enrollment Strategist; Raymond Sass, Vice President for Innovation and Partnerships; Penny Schwinn, Vice President for PK-12 and Pre-Bachelors Programs; Jim Staten, Senior Advisor to the President; James Wegmann, Vice President for Communications; Heather White, Vice President for Student Life; members of the University of Florida community, and the public.

**1.0 Call to Order and Welcome**

Board Chairman Mori Hosseini welcomed everyone in attendance and called the meeting to order at 10:01 a.m.

**2.0 Verification of Quorum**

Vice President and University Secretary Mark Kaplan verified a quorum with all members present, except Trustees Heavener and Zalupski.

**3.0 Public Comment**

Vice President and General Counsel Amy Hass informed the Board there were no public comments to come before the Board.

#### **4.0 Action Item**

##### **BT1 UF Health Parent Corporation**

Board Chair Hosseini thanked the Board members for joining this meeting on short notice. The action item for approval before the Board today is the proposed UF Health parent corporation, called University of Florida Health Corporation. The Board has had conversations on this item at previous Board meetings. This action item has been in the works for a long time. Chair Hosseini stated he wanted to wait until we hired our new president to proceed, so he could be involved in the creation of this corporation. UF Health is extremely important to us. It is 1 of 3 legs in our 3-legged stool. UF Health is 2/3 of revenue for the university and it is strategically and financially important to the university. We want UF Health to be a top provider in healthcare and research in the state of Florida. Our employees at UF Health do an unbelievable job. It is hugely important to the Board for UF Health to have the best doctors and hospitals. UF Health in Jacksonville takes care of the poor and plays an important role in the community and UF Health in Gainesville takes care of some of the most critically patients in the country. The Board and the President take this seriously. Acquiring Flagler Health will help us expand our healthcare system in strategic areas.

President Sasse shared his appreciation for the counsel of the Board and university administration for getting him up to speed and for all the work that has been done before his arrival. He noted at previous board meetings, there has been confusion on the margins about the distinction between corporate unification and the parent corporation big board that does oversight and has consolidated financials and moves towards operational excellence around integrations. The one UF Health big board is to manage consolidated financials, to oversee integration projects, and to move toward greater operational excellence and efficiencies. That is not to say we would consolidate every corporate structure underneath into the same corporate structure. We are not consolidating all corporate structures. We are going to have consolidated financials and one big board for oversight and governance. Next, he shared the approval of this action item today does not require us to populate the new board members at this time, but at the Chairman's discretion soon. We want to move toward more professional membership of the board. This new board will start with 9 to 11 members, perhaps up to 13 someday. Lastly, he noted we have two ongoing searches for a CEO of Shands Gainesville and a system President who will report to this new board about the integration of Flagler Health and beyond. Board Chair Hosseini agreed with the plan the President outlined. He added he thinks 9 to 11 members should be the maximum, and the board members should be professionals with experience to help our leadership and our system. There is potential for board members to be paid, but that has not been decided yet. Paid positions on the board would not apply to UF employees.

Senior Vice President David Nelson added his support and commented the idea is that we can unify our hospitals and create an outstanding academic health system. There are a lot of benefits to this proposed board, but the most important are governance and structure to bring our system together. He thanked everyone for their hard work and shared his support for approval by the Board.

Vice President Amy Hass echoed the comments of Board Chair Hosseini, President Sasse, and SVP Nelson. She thanked Board Chair Hosseini, Board Vice Chair Patel, Trustee Powers, and Former Board Vice Chair Tom Kuntz for their hard work and tenacity to propel this forward. She stated

the Board is asked to vote today to approve the formation of a UF Health Corporation and the Articles of Incorporation. She reviewed the Articles of Incorporation stating this is a corporation created by the Board of Trustees with the Articles to be executed by the Board Chair and President. The Articles include IRS language to keep consistent with a 501(c)(3) not-for-profit, which is what the parent corporation will be. We are repurposing an existing corporation in order to move this through the process more quickly. The Articles of Incorporation will be the high-level document. The Bylaws will incorporate our initial set of total number of board members, as well as board committees. The Bylaws have further details to be filled in that will be reviewed with the Board Chair and the President, then shared with the full Board of Trustees to keep them apprised. Under our governance standards, the full Board of Trustees approves the Articles of Incorporation and the Board Chair and the President approve the Bylaws. When board members are to be appointed, the individuals will be brought before the full Board for approval.

Board Vice Chair Patel thanked VP Hass for her good work on the Articles of Incorporation. He commented there is not a provision that states “Board members will be indemnified subject to the fullest extent of the law” that is included in for-profit Articles. He asked if a provision like this is potentially applicable in not-for-profit Articles. He added that potential board members may look for a provision like this and asked for it to be considered as an addition.

VP Hass agreed and stated indemnity language will be added to the Articles and Bylaws. Board Chair Hosseini asked when the Board votes, if the action will be subject to the addition of this provision language. VP Hass confirmed. Board Chair Hosseini asked if the action item will be signed by both the Board Chair and the President. VP Hass confirmed.

Board Chair Hosseini asked for any questions or further discussion. Hearing none, he then asked for a motion to approve Action Item BT1 with the addition of the indemnification provision language, which was made by Trustee Brandon, and a second, which was made by Trustee Zucker. Board Chair Hosseini asked for further discussion, and then asked for an all in favor of the motion and any opposed, and the motion carried unanimously.

#### **5.0 New Business**

There was no new business to come before the Board.

#### **6.0 Adjourn**

There being no further discussion, Board Chair Hosseini adjourned the meeting at 10:20 a.m.